



UC HASTINGS COLLEGE OF THE LAW

Board of Directors Meeting

December 4, 2020

BOD Quarterly Meeting (OPEN session)

Dec 4, 2020 9:00 AM PST

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**UNIVERSITY OF CALIFORNIA
HASTINGS COLLEGE OF THE LAW
BOARD OF DIRECTORS
MINUTES OF SEPTEMBER 11, 2020 QUARTERLY MEETING –
OPEN SESSION**

Due to the COVID-19 pandemic and the Shelter-in-Place order by the City and County of San Francisco, the meeting was held virtually, via the Zoom video conferencing platform. Participants and members of the public were able to join the Open Session via the web link or dial-in numbers listed in the public notice of this meeting linked here:

<http://www.uchastings.edu/board>.

1. Roll Call:

The Chair called the meeting to order at 9:13 a.m., and the Secretary called the roll.

Directors Present

Director Chip Robertson, Chair
Director Simona Agnolucci, Vice Chair
Director Tom Gede
Director Claes Lewenhaupt
Director Mary Noel Pepys
Director Courtney Power
Director Albert Zecher

Directors Absent

Director Andrew Giacomini

Staff Participating

Chancellor & Dean David Faigman
Provost & Academic Dean Morris Ratner
Chief Financial Officer David Seward
General Counsel & Secretary to the Board John DiPaolo
Executive Director of Operations Rhiannon Bailard
Budget & Operational Planning Director Carol Cole
Chief Development Officer Eric Dumbleton
Director of Bar Passage Support Margaret Greer
Director of Alumni Engagement and Culture Meredith Jaggard

Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon
Associate Director, Fiscal Accounting and Reporting Stacey Navins
Controller Sandra Plenski
Director of Human Resources Andrew Scott
Associate Dean for Research and the Honorable Roger J. Traynor Professor of Law Jodi Short
Associate General Counsel Laura Wilson-Youngblood
Chief Communications Officer Sybil Wyatt

Others Participating

Madison Miller, Student, ASUCH President
Jonathan Chang, Student, ASUCH External Vice President
Bob Gamble, PFM

2. Public Comment Period

The Chair invited public comment. No member of the public offered comment.

3. Report of the ASUCH President

Ms. Miller stated that ASUCH was putting together a round table to foster community building with students and alumni. She also said the class of 2021 was planning two tracks of commencement ceremonies for either an online or an in-person scenario. Mr. Chang said ASUCH had just held the election for 1L representatives. He said ASUCH is working on a clothing drive. He reported that the response to the 333 building has been positive – students who go there like it and find it beautiful. Students are getting more and more access to the building, particularly outdoor space. Mr. Chang asked for an update on the opportunity to break Tower leases. Mr. Seward said the administration is working with students trying to exit their leases and that it would allow students to terminate leases if there are no in-person classes in the spring semester. At the Board's request, Ms. Miller and Mr. Chang provided an overview of the officer position structure in ASUCH.

4. Approval of Minutes: Quarterly Meeting of the Board of Directors, June 5, 2020

The Chair called for a motion to approve the minutes. Upon motion made and seconded, minutes were approved.

5. Report of the Board Chair:

5.1 Report of the Chair of the Educational Policy Committee, presented by Provost & Academic Dean Morris Ratner

5.1.1 Introduction

Dean Ratner stated that the College is working to maintain the positive trajectory it has been on with respect to Bar outcomes even in these challenging times. He said the pandemic challenges the goal of building a cohesive community, but Student Services is doing a great job to foster that. The administration is working on following through on the strategic plan, while addressing the pandemic and current fiscal challenges. He said there has been a dramatic increase in interest among the faculty in online classes, and the curriculum committee will be looking at approving online coursework after the pandemic. He also stated that he and others are reviewing current policies related to tenure, attendance, diversity and inclusion, and journal credit, and program learning benchmarks and outcomes.

5.1.2 Overview of Pandemic Response

Dean Ratner stated that the San Francisco Department of Public Health issued new guidance on September 1 that modestly relaxes restrictions on in-person activities. For now, all courses are online, with special exceptions such as clinical classes. In spring 2020, the College had only a couple of weeks to pivot to an online program. Since then, an online education task force has partnered with various faculty members to raise the bar for the online program over the summer. The focus is on engaging students in the online instruction space. Dean Ratner surveyed all students on their experiences, and he will get results today. He stated that anecdotal feedback is that students are comfortable with online instruction, but of course would prefer to be in person. The College is scaling up use of the campus by allowing faculty, students and departments to use and reserve outdoor space, and the College will soon be offering indoor study space. Dean Ratner stated the College has approval to allow students to use campus space to take the bar exam, midterms and final exams in coming weeks and months. The College is now doing contingency planning for the spring. The presence or absence of a vaccine and the extent to which it is effective will dictate what can happen in spring.

5.1.3 Racial Justice Initiatives

Dean Ratner stated there has been active participation from student groups in planning a variety of racial justice initiatives. He stated that Chancellor & Dean Faigman outlined commitments to the community in his June 12 message as a baseline for cultivating diversity. Three employees have diversity and inclusion as part of job responsibilities. The College has retained Rankin and Associates to do a climate survey; it is the same vendor that UC Berkeley used. The Center for Racial and Economic Justice (CREJ) faculty are creating teaching modules that can be used more broadly throughout curriculum, thus supplementing the existing curriculum with additional content related to diversity and equity. There is now a mandatory training for incoming 1Ls on diversity, equity and inclusion. There have been faculty reading and discussion groups on incorporating racial justice issues in doctrinal courses. In response to a question from the Board, Mr. Dumbleton stated that 65 gifts and over \$21,000 had been received in response to the CREJ fundraising efforts, and there was interest in a possible additional \$10,000 donation. Also in response to a question, Dean Ratner stated that Professor Joan Williams gave anti-bias training to faculty using her material and CREJ is providing its materials for curriculum and community trainings.

5.1.4 Class of 2020 Bar and Employment Progress Report

Dean Ratner noted that the cut score for passage had been lowered from 1440 to 1390 this summer, and that that would have made a big difference in July 2019 by raising the pass rate from 80 percent to 86 percent. He stated that events of this summer have been highly disruptive to the typical preparation process of students. Ms. Greer stated that compared to last year's data, students appear to be on track in their study habits. She is also tracking and counseling graduates who have decided not to take the October bar and instead wait until February. In response to a question, Chancellor & Dean Faigman stated that several efforts had been made to convince the Supreme Court to apply the lowered cut score retroactively to February 2020, but that he did not think it was likely to succeed.

Dean Ratner stated the focus in employment measures is at date of graduation and 10 months out. He stated the results will be affected this year by the bar exam's occurring later and the labor market's flux due to the pandemic. The College is working to mobilize alumni to help graduates in the current environment (e.g., by counseling graduates on how to succeed in a virtual job interview).

5.1.5 Enrollment Management

Dean Sakamoto stated that enrollment numbers from August are still fairly accurate, showing very little melt in the first week of school. Every year on July 1, the enrollment team does the dual work of bringing in the new class and shifting to recruitment for the coming year. In normal years, this would entail in-person recruitment at events such as law school fairs. This year the College is participating in virtual forums with non-competitor law schools. Next week, there will be a black law students association leader forum for prospective students. On the LLM side, the College is working with Michigan, UCLA, and other schools; there will be online events all over the world. The shift has worked out well for the Enrollment Management team, allowing them to reach more people in last few weeks than they did in the entire fall last year. Enrollment Management is also working on digital marketing with EAB for second year. The Board asked how the pandemic impacted incoming international students. Dean Sakamoto stated that students applying now seem not to know about or be concerned with the difficulty of getting a visa to come to US, so the College is making sure to inform them.

5.1.6 Faculty Scholarship Report

Dean Short stated that as a public institution, UC Hastings has the responsibility to create high quality scholarship for the public benefit. Furthermore, US News rankings use scholarly reputation among peers for one-quarter of the total score. The College's US News peer assessments for scholarship are consistently above the College's overall US News rank. Hastings was most recently ranked 32 by judges and 43 by academics. Faculty produce one to two scholarly works per year. Dean Short is working to help faculty increase their citation counts, which will be a factor along with peer perception in the rankings. At the first faculty colloquium this fall, Areca Smit informed faculty how to use social media to promote their scholarship. Dean Short is working with the communications team on the fall US News campaign. Hastings sponsored a panel this summer on impacts of Covid 19 that featured input from faculty; it was posted to the website and has been

viewed more than any other content there. The Board asked about the current citation count, and Dean Short stated that it is lower than our peer perception rank.

5.1.7 Rankings

Dean Ratner presented a chart showing the categories that go into the US News ranking. The College's score has gone up. Dean Ratner is analyzing how different activities affect different ranking elements. Where the College's scores are highest, such as in peer perception, it is very hard to improve. Conversely, where scores are lower, it is easier to improve. Thus, increasing bar success, employment placement and scholarly citations are all consistent with the College's mission and promising for improving the US News rating.

The Board asked about the effect of class size and tuition discounting on rankings. Dean Ratner stated that class size affects student:faculty ratio and the College's ability to place graduates if the labor market contracts, both of which affect rankings. Dean Sakamoto stated that scholarships being offered by law schools have been large, and that the College is back down to its normal tuition discounting level and is at the same increasing the tailoring in admission to convey to admitted students during the enrollment process that we care. A lot of law schools had been relying on main campuses for tuition discounting, and it may be that they will have to reduce discounting as well given current economics.

5.2 Report of the Chair of the Advancement and Communications Committee

5.2.1 Presented by Chief Development Officer Eric Dumbleton

5.2.1.1 Fundraising Update

Mr. Dumbleton stated there was a significant jump in funds raised between 2019 and 2020 to date. In response to a question, he stated that he was adding reporting on alumni donor metrics in addition to all-donor information. Comparing fundraising numbers over last the last three fiscal years, Mr. Dumbleton said there was a 171% increase from last year to this year. He stated that a compelling case for support, based on the pandemic and its effect on students, drove increased donations. Excitement about the academic village has also been helpful. He has information that some donors have been waiting on giving donations. The College received a \$100,000 reunion commitment and raised \$111, 000 to fully fund a new scholarship. There is an event coming up next week with Katherine Hall. The development team has been working with Evan Epstein and Jared Ellias in the Center for Business Law on increasing fundraising there, with a particular focus on alums working in industry. They are also seeking an assistant director of the annual fund to join development team.

5.2.1.2 Alumni Engagement

Ms. Jaggard stated that seven UC Hastings regional chapters were established earlier this year, and more are being developed, in New York, DC, Hawaii, and the Pacific Northwest, targeted for launch by the end of the year. Current chapters have paved the way in digital engagement – for example, the LA chapter hosted a remote advocacy in the pandemic program

with 70-80 attendees. Ms. Jaggard has established affinity groups for alumni such as LGBTQ and MSL graduates and will be launching BLSA and LEOP affinity groups as well. She is continuing with virtual engagement strategies. As an example, the 333 Golden Gate event live stream had about 150 attendees. The alumni were very engaged during orientation working with 1L groups. The board complimented Ms. Jaggard on the range and creativity of virtual events she described.

5.2.1.3 Naming Opportunities

Mr. Dumbleton referred to a marketing document in the materials that promotes the remaining naming opportunities at the Cotchett Law Center. He is on the brink of announcing a new brick selling campaign. He also shared 198 naming opportunities; one key goal is a \$20 million gift to name the building.

5.2.1.4 Action Item: New Foundation Board Members

Mr. Dumbleton referred the Board to biographies for three new Foundation Board members in the packet: Dipanwita Deb Amar '96, Jennifer Fung '18 and Vijay Toke '01.

The Chair called for a motion to approve the three new members of the Foundation Board of Trustees. Upon motion made and seconded, the motion was approved.

5.2.2 Presented by Chief Communications Officer Sybil Wyatt:

Ms. Wyatt presented on a range of communications activities. She is producing a compilation newsletter that includes appearances of Hastings and Hastings community members in the news, stories the College writes, and reports on faculty scholarship and engagement. The purpose is to inform people and make it easy for them to share items of interest with their own network. The fall digital newsletter will report on stellar members of Hastings stakeholder groups and will also feature videos, including Tiktok videos for each student journal.

The communications team is also working on the fall US News and World Report campaign. It is producing the Judges' Book on faculty scholarship related to the bench this year. E-communications will go to faculty at other law schools, including field-specific communications.

Other communications initiatives include the Black Hastings Speaks podcast series, produced by Areca Smit; the In Brief and On Point blog where faculty comment on hot topics in the news (300-500 words each); and the Law and the Pandemic podcast series. Ms. Wyatt is increasing proactive media relations activities.

Regarding the website, Ms. Wyatt said she has not done as much as she had wanted to do to date, but she is in the process of conducting an audit to determine the quality of experience that different visitors to the site have. She is also looking at how well the website meshes with the strategic plan and goals. She expects to receive a report from the website consultant next week.

5.3 – Report of Chair of the Performance Review Committee

Director Agnolucci, chair of the committee, stated that she, Director Power and Director Zecher would be working with several faculty member to make recommendations on the reappointment of Dean Ratner for May 2021.

5.4 – Report of Chair of the Committee on Special Programs, Centers and Partnerships

Director Gede, chair of the committee, stated that it had received presentations from the four research centers. It considered hearing from the centers for excellence and other centers, but at this point he believed the research center presentations would be sufficient. The committee will next receive a presentation from the administration. The committee wants to know about compensation, administration and incorporation into the rest of the College of the centers and the administration's vision for the future of centers and partnerships.

5.5 – Report of the Chair of the Committee on By-Laws and Standing Orders

Director Power, chair of the committee, stated that the committee had received comments from the administration on recommended changes to the By-Laws and Standing Orders, and it appreciated the comprehensiveness of that material. The committee still needs to convene.

6. Action Item: Finance Committee Consent Calendar:

The following items appeared on the Finance Committee Consent Calendar:

6.1 Core Operations - State Budget for 2020-21

6.2 Non-State Budget for 2020-21

6.3 Long Range Campus Plan Budget for 2020-21

6.4 General Enrollment Fee Resident and Nonresident Fee Increase for 2021-22

6.5 State Contracts in Excess of \$50,000

1. Digital Marketing - LLM and MSL Programs - MF Digital
2. Digital Marketing - JD Program - EAB Global, Inc.
3. Installation Security Card Readers - Commercial Controls Corp
4. Contract Extension– UC PATH- HSV Solutions, Inc.
5. Sidewalk Cleaning and Urban Alchemy Sidewalk Engagement Services
– Tenderloin Community Benefit District - Ratification
6. Business Services Extension - UCSF Documents & Media Services
7. West Library Maintenance Agreement - Library– West Group

8. Document Processing Software- IT / Business Services -
DocuSign Government at Carahsoft

6.6 Nonstate Contracts in Excess of \$50,000

1. Bond Counsel – Orrick Herrington
2. Real Estate Development -Legal Counsel- Reuben Junius & Rose
3. Student Healthcare Services – Carbon Health Technologies, Inc.
4. Construction Services – Kane Hall – Roebuck Construction
5. Project Management - Kane Hall - Conversion Management Associates
6. Commonwealth Fund Grant – Consortium & UC Berkeley
7. Commonwealth Fund Grant – C4i & UC Berkeley
8. Sub Award--Arnold Ventures & UC Regents – Consortium
9. Merger & Consolidation Study-Arnold Foundation Grant - C4i

6.7 Contract Services Agreement Renewals for 2020-21 in Excess of \$50,000

6.8 Gift Fee and Endowment Cost Recovery Fee – Proposal to Increase

6.9 Changes to Financial Operation Policy Manual

Director Gede, chair of the committee, stated he was pulling two items off the consent calendar: item 6.1 (core operations – state budget for 2020-21) and item 6.4 (student fees).

The Chair called for a motion to approve the rest of the consent calendar. Upon motion made and seconded, the consent calendar was approved.

Regarding item 6.1, Mr. Seward stated the 2020-21 core operations – state budget reflects Covid and state funding considerations. The College developed a two-year deficit reduction plan, and the current-year budget projects a \$2.2 million deficit. The second phase of plan is geared toward fiscal year 2021-2022 to eliminate the remaining deficit, primarily through faculty retirement incentive benefits as well as a student fee increase. Mr. Seward stated that auxiliary enterprises would not fund the deficit as in the past, as these have been heavily hit by the pandemic.

Regarding item 6.4, the student fee increase, Mr. Seward stated that the recommendation for fiscal year 2021-2022 is to increase fees by 7% for in-state and out-of-state tuition. Thirty-three percent of this increase will be allocated for financial aid. This will be the College's first fee increase in about a decade, which has been possible because of increasing levels of state support. Mr. Seward said he wants to convey this decision soon so that students can plan. UC Hastings will still be cheaper than the UC law school average by 3.8% even with increase. The Board asked about changes in tuition discounting at other UCs. Mr. Seward stated that Davis had borrowed money to give a 40 percent discount rate and Berkeley is so competitive it does not

need discounting. In response to another question, Mr. Seward stated that the 33% return of aid to discount rate is legislative policy, and it translates into a 30 percent overall discount rate.

Mr. Seward noted that the \$1.9 million reduction in the state budget this year could be recoverable if the State gets bailout funding from the Federal government.

The Chair called for a motion to approve items 6.1 and 6.4. Upon motion made and seconded, the items were approved.

7. Report of the Chief Financial Officer

7.1 Action Item: Auxiliary Enterprises - Revised Budget for 2020-21

Mr. Seward stated that the budget for auxiliary enterprises was being recast due to Covid-19. The full impact of the pandemic was not evident when the original budget was crafted in May. The new budget forecasts a 49 percent Tower vacancy rate through the end of the academic year, while the May budget projected 20 percent. Parking revenue has been down, but there is now a gradual uptick in parking with some people coming back to work.

Mr. Seward stated that the College does have money in reserves to fund the deficit. There will not be a Tower rent increase for 2021-22 to encourage people to reoccupy the building. The College is renegotiating the UC printing contract since no one is on campus.

The Chair called for a motion to approve the revised auxiliary enterprises budget. Upon motion made and seconded, the budget was approved.

7.2 Five-Year Budget Plan

Mr. Seward stated that the model has been updated, programming in fee increases and a zero percent increase in state funding. Going forward his hope will be to rely more on increased state funding. The plan assumes that there will not be any further staffing increase; that the LLM program will return to 25 FTEs; and that there will be no further cuts to state funding. Another assumption is that Covid 19 is gone by fall 2021. Mr. Seward stated the long-term outlook is not bleak if projections hold. The reserves are sufficient to fund shortfalls in auxiliary revenue. In response to a question, Mr. Seward stated that 2023-24 shows dropping revenues and expenditures because the Tower will be going offline, decreasing associated revenues and expenses. Projections also show net revenues to the Hastings Campus Housing Finance Authority of \$2.3 million in 2023 and \$1.7 million in 2024.

7.3 Action Item: Contracts Over 50,000

1. ExamSoft

2. Integrated Bias Interrupters Strategy: Improving Retention & Representation of Women & African American Engineers

The Chair called for a motion to approve the listed contracts. Upon motion made and seconded, the contracts were approved.

8. Finance Committee Reports

The following reports were discussed at the Finance Committee Meeting on Thursday, August 20, 2020. These are listed below as informational items and distributed in the agenda packet.

1. Year-end Investment Report as of June 30, 2020
2. State Budget Report - Preliminary 2019-20 Year-end
3. Core Operations – State Budget Planning for 2021-22
4. Non-State Budget Report - Preliminary 2019-20 Year-end
5. Preliminary 2019-20 Year-end Auxiliary Enterprises Budget Report
2019-20
6. Annual Report on Insurance Coverage
7. Listing of Checks and Electronic Transfers over \$50,000

9. Report of the Chancellor & Dean

Chancellor & Dean Faigman stated that the pandemic response team meets weekly. He holds office hours and has met with 1L students, who appear to be enthusiastic. Faculty have really stepped up to the current needs of the College. Chancellor & Dean Faigman stated that these are challenging times, with the fires adding insult to injury, but the College has met every challenge. The College is determining what to do in the spring, hoping a vaccine may become available. The College will do what it can within public health guidelines to increase in-person activities. Chancellor and Dean Faigman expects to decide in mid- to late- October regarding spring online activities.

Chancellor & Dean Faigman informed the Board that the Bar Exam will be held October 5-6. The College will make as much space as possible available for students to take it on campus. The deans of the ABA-accredited law schools agreed this morning to write to the California Supreme Court to consider having an open-book, non-proctored bar exam, given concerns over possible technical difficulties in the proposed format. The deans also are worried about the February bar exam because scores from the October exam are expected in mid-January 2021, so students who failed the October test will not have enough time to prepare for the February test.

Diversity, equity, and inclusion plans by each College department are to be finalized by the end of semester. The Chancellor & Dean hired a new executive assistant and events specialist who will work closely with Development.

11. Director comments and Board announcements

There were no comments or announcements.

12. Action Item: Adjournment

The Chair adjourned the Board into closed session at 12:00 p.m.

13. Report out from Closed Session, Adjournment

At approximately 12:55 p.m. the Board reconvened in Open Session. Chancellor & Dean Faigman reported that the Board had taken the following actions in Closed session:

Creating the San Francisco Public Defender Jeff Adachi Memorial Scholarship.

Changing the name of the Leo Martinez '78 Scholarship Fund to the Sheryl A. and Leo P. Martinez '78 Scholarship Fund.

Amending the Pfaff, Gill & Ports Trial Lawyer Scholarship to expand its applicability from civil litigation to trial law.

Ratifying the Executive Committee's action of June 10, 2020 to approve the stipulated injunction with the City and County of San Francisco in the Tenderloin sidewalks litigation.

The Chair adjourned the meeting at 1 p.m.

Respectfully Submitted,

John K. DiPaolo, Secretary

5.1.1 Student Health and Wellness

By Assistant Dean of Students Grace Hum

Assistant Dean of Students Grace Hum will present on the following topics at the December 4, 2020 meeting of the Board of Directors:

- Student health services operations, including results from the independent consultant assessment, transition to Carbon Health, and long-term plans.
- Trainings for Sexual Violence and Harassment Prevention and Diversity, Equity, and Inclusion.
- Student wellness during the pandemic.

5.1.2 Admissions Policy

By Chancellor & Dean David Faigman, Academic Dean Morris Ratner, and Senior Assistant Dean for Enrollment Management June Sakamoto

The faculty adopted two main categories of changes to the College’s Admissions Policy Statement at the October 30, 2020 faculty meeting.¹ First, the College adopted language codifying the faculty’s approval at the September 23 faculty meeting of an agreement between UC Hastings and Spelman College to create a new 3+3 program, described more fully below and a copy of which is attached. Second, the faculty adopted language creating admissions standards for the new Certificate of Studies in Law program about which Academic Dean Morris Ratner has previously reported.²

I. 3+3 Program

Associate Director of Admissions & Diversity Initiatives Mario Lopez (’15) spearheaded the effort to create the “3+3” agreement with HBCU [Spelman College](#), attached. Chancellor & Dean David Faigman, Senior Assistant Dean June Sakamoto, Director of Admissions Bryan Zerbe, and Director of LEOP Elizabeth McGriff all also contributed to the effort. The gist of the agreement is that Spelman recognizes the first year of the JD program as counting toward the undergraduate degree, allowing Spelman students who meet the admissions criteria to graduate with both an undergraduate degree and the JD in 6 rather than 7 years.

II. Certificate of Studies in Law

As reported earlier, the faculty created a new [Certificate of Studies in Law](#) (“CSL”) program. The CSL complements our [Master of Studies in Law](#) or “MSL.” The CSL requires 12 units of coursework and can function as either a standalone credential or the first semester of the MSL degree for nonlawyers. The CSL will be offered in online, hybrid, and traditional formats. This is the College’s first “certificate” program and second online program after the Master of Science, Health Policy, and Law (“HPL”) that was offered jointly with UCSF. The CSL enhances our offerings to nonlawyers by offering a program length and format that accommodates working professionals. The faculty adopted implementing Admissions Policy Statement provisions at the October 30 faculty meeting. CSL students will matriculate starting Fall 2021.

¹ The Admissions Policy Statement governs admissions processes.

² The faculty also updated our non-discrimination clause language to include additional categories such as gender identity and made some minor edits to the Legal Education Opportunity Program (“LEOP”) admissions standards to better match practices and ensure compliance with applicable law.

ARTICULATION AGREEMENT
BY AND BETWEEN
UNIVERSITY OF CALIFORNIA HASTINGS COLLEGE OF THE LAW
AND
SPELMAN COLLEGE

This Articulation Agreement (“Agreement”), made and entered into as of September 14, 2020 by and between University of California Hastings College of the Law (“UC Hastings Law”) and Spelman College (“Spelman”), agrees to establish a 3+3 J.D. Program (“3+3 J.D. Program”) beginning with the 2020-2021 academic year in which after three years of work at Spelman and subject to the conditions outlined below, a student will be eligible for admission to UC Hastings Law for completion of the J.D. degree after three years as defined by UC Hastings Law. Each student in this 3+3 J.D. Program will be awarded a bachelor’s degree by Spelman after successful completion of the first year of the 3-year full-time J.D. program at UC Hastings Law.

Based upon the mutual obligations and duties and for other good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties agree as follows:

I. 3+3 J.D. Program

1. Beginning in the 2020-2021 academic year, Spelman will advise qualified students about the opportunity to apply for and the benefits of the 3+3 J.D. Program with an anticipated start at UC Hastings Law in the fall 2021 term.
 - a. In the first two years of operation of this Agreement, the 3+3 J.D. Program will be open to Spelman students, including any students who transfer into Spelman as a first, second, or third year student at Spelman. In the third year of operation of this Agreement, the 3+3 J.D. Program will only be open to those applicants who enter as freshmen and complete all three years of their undergraduate work at Spelman. Upon recommendation from the Spelman Pre-Law Advisor, Spelman may include outstanding transfer students who complete at least one year at Spelman on an exception basis, determined by Spelman.
 - b. Except as provided above, students participating in the 3+3 J.D. Program will be enrolled in a full-time course of study at Spelman for the first three years of the Program, and will be considered full-time students of Spelman. During the first three years of the Program, students will be subject to the policies and procedures of Spelman. UC Hastings Law will not provide institutional aid to students unless and until they are enrolled at UC Hastings Law.
 - c. Upon matriculation at UC Hastings through this 3+3 J.D. Program, students are considered full-time students of UC Hastings Law, and will be subject to the policies and procedures of UC Hastings Law. Spelman will not provide institutional aid to students once they are enrolled at UC Hastings Law. Students will be considered for merit-based aid during the application process with UC Hastings Law to the same extent as students at UC Hastings Law who are not participating in the 3+3 J.D.

Program, except as provided in Section I.3.

- d. UC Hastings Law shall, in accordance with applicable laws, notify Spelman at the end of each academic year of the students in the 3+3 J.D. Program who have successfully completed their first year of full-time study at UC Hastings Law. Upon receipt of such notice, Spelman shall award those students their bachelor's degree in accordance with Spelman's standard procedures.
- e. Spelman also agrees to implement the following plan to carry out the accelerated program:
 - i. Spelman College will develop Pre-Law recruiting materials (e.g., web content, print pieces, etc.) and list the affiliation with UC Hastings Law. Prior to dissemination, Spelman shall provide UC Hastings Law with a copy of such recruiting materials for review and comment as to the description of the affiliation.
 - ii. Spelman College will provide an option for its applicants to identify interest in the 3+3 J.D. Program beginning with the 2020-2021 application cycle.
 - iii. Spelman will send the list of interested students to the Director of Admissions at UC Hastings Law by October 31 of the year prior to anticipated matriculation at UC Hastings Law.
- 2. In this 3+3 J.D. Program, UC Hastings Law agrees to accept any student from Spelman each year who meets the following eligibility requirements:
 - a. Student submits a completed application to UC Hastings Law through lsac.org no later than March 1 of the calendar year in which the student plans to attend;
 - b. Student is in good academic standing at Spelman (i.e., not on academic probation);
 - c. Student will have successfully completed $\frac{3}{4}$ of the student's undergraduate course of study prior to matriculation at UC Hastings Law;
 - d. Student has earned a cumulative grade point average as calculated by LSAC that meets or exceeds UC Hastings Law's 25th percentile from the previous enrollment year;
 - e. Student has scored a minimum LSAT score that meets or exceeds UC Hastings Law's 25th percentile from the previous enrollment year¹;

¹ It is assumed that the LSAT will be taken in the fall of the student's third year at Spelman; however, by request, a student may defer taking the LSAT until the spring of their third year; student may take the LSAT more than once. This requirement is three years down the road and will not be affected by COVID19.

- f. Student is in good social standing (satisfactory student conduct record with no unresolved disciplinary issues) at Spelman;
 - g. Student is free of any significant disciplinary issues at all post-secondary schools attended²;
 - h. Student is recommended by a Spelman Pre-Law Advisor; and
 - i. Student complies with seat deposits and other deadlines established by UC Hastings Law.
3. Students admitted through this 3+3 J.D. Program who maintain full-time student status at UC Hastings Law and who remain in good academic standing at UC Hastings Law will receive a merit-based scholarship of at least \$15,000 annually for a total of 3 years. Spelman students participating in the 3+3 J.D. Program may be eligible for admission under the UC Hastings California Scholars Program if they meet the requirements of such program on the same basis as students from other institutions. Any student admitted under the UC Hastings California Scholars Program, as long as such program may exist, will receive the California Scholars scholarship for all three years at UC Hastings in lieu of a \$15,000 annual scholarship for three years.
 4. Students who successfully earn a JD at UC Hastings Law will receive the degree from UC Hastings. This 3+3 J.D. Program is a concurrent degree program, not a joint degree. The UC Hastings Law degree is separately conferred by UC Hastings Law, not jointly with Spelman. The Spelman degree is separately conferred by Spelman College, not jointly with UC Hastings Law.

II. Program Terms

1. UC Hastings Law will use all reasonable effort to gain required internal approvals needed to implement this 3+3 J.D. Program such that the first student(s) may matriculate at UC Hastings Law in the fall of 2021.
2. UC Hastings Law may change the admissions requirements set forth in section I.2 above at any time in its sole discretion; provided that UC Hastings Law will notify Spelman before new admissions requirements are deemed effective.
3. Following acceptance to UC Hastings Law, Spelman students will be required to notify UC Hastings Law of any material change to the accuracy and completeness of the information contained in their application prior to their enrollment and matriculation at UC Hastings Law.

² As required of all applicants to UC Hastings Law, the student will be required to answer the character and fitness disclosure questions on the UC Hastings Law application and may be subject to further review if there is a disclosure.

4. Nothing in this Agreement shall be construed to prevent a student accepted into this 3+3 J.D. Program from participating in any future 3+1+3 programs offered by UC Hastings Law.
5. Either party to this Agreement may cancel it with six months' written notice to the other party; however, any student who is enrolled in this 3+3 J.D. Program at Spelman at the time of said cancellation shall be entitled to any rights or privileges provided under the terms of this Agreement and the same will be honored by both Spelman and UC Hastings Law.

III. Miscellaneous General Terms

1. Upon the execution of this Agreement, each party shall use its reasonable efforts to publicize the 3+3 J.D. Program.
2. Spelman shall have the exclusive authority to determine any entrance criteria for students seeking admission to Spelman. UC Hastings Law shall have exclusive authority to determine any entrance criteria relating to admission to UC Hastings Law.
3. **Governing Law; Jurisdiction.** This Agreement shall be construed and enforced in accordance with the laws of the State of California and the parties hereby submit to the exclusive jurisdiction of the courts located in the Northern District of California for litigation of any disputes arising under this Agreement.
4. **Entire Agreement; Modification.** This Agreement contains the entire agreement between the parties and cannot be amended or modified, except in a writing signed by both parties. The parties shall not be bound by any agreements, conditions, or representations not contained in this Agreement.
5. **Nondiscrimination.** The parties agree to continue their respective policies of nondiscrimination based on Title VI of the Civil Rights Act of 1964 regarding sex, age, race, color, creed, and national origin, Title IX of the Education Amendments of 1972 and other applicable laws, as well as the provisions of the Americans with Disabilities Act. The parties further agree not to discriminate against students based on sexual orientation, gender identity, veteran status, or any other status protected by federal, state, or local law. The parties agree to cooperate in any investigation of claims of discrimination or harassment.
6. **Assignment.** Neither UC Hastings Law nor Spelman may assign this Agreement without the prior written consent of the other party.
7. **Severability.** The invalidity or unenforceability of any particular provision of this Agreement shall not affect the other provisions of this Agreement, and this Agreement shall be construed in all respects as if such invalid or unenforceable provision was omitted.

8. **Authority.** Both parties represent and warrant that (i) each has the respective corporate or other power and authority to enter into this Agreement and to perform its obligations hereunder; (ii) the person who executes this Agreement on behalf of each of UC Hastings Law and Spelman, respectively, has the necessary authority to bind UC Hastings Law and Spelman; and (iii) neither the execution and delivery of this Agreement, nor the performance of its obligations hereunder, will constitute a violation of, a default under, or conflict with any term or provision of its respective certificate of incorporation, by-laws or other agreements to which it is bound.
9. **Counterparts; Facsimile, and Electronic Signatures.** Provided that all parties execute a copy of this Agreement, this Agreement may be executed in counterparts, each of which shall constitute an original, and all of which together shall constitute the same document. This Agreement may be executed by the parties and transmitted by facsimile or electronic transmission, and, if so executed and transmitted, shall be effective as if the parties had delivered an executed original of this Agreement.
10. **Notices.** All notices and other communications about this Agreement shall be in writing and shall be deemed duly to have been given if personally delivered to the other party, sent by facsimile, or if sent by the United States Postal Service certified mail, return receipt requested, postage prepaid or by Federal Express, United Parcel Service, or other nationally-recognized overnight carriers. All notices or communications between UC Hastings Law and Spelman pertaining to this Agreement shall be addressed as follows:

If to UC Hastings Law:
200 McAllister Street
Office of Admissions
San Francisco, CA 94102

With a copy to:
UC Hastings Law Office of the General Counsel
200 McAllister Street
San Francisco, CA 94102

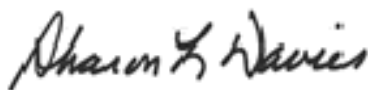
If to Spelman College:
350 Spelman Lane, S.W., Box 1209
Atlanta, GA 30314-4399


Disclaimer: Spelman College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award bachelor degrees. University of California Hastings College of the Law is not accredited by SACCS Commission on Colleges and the accreditation of Spelman College does not extend to or include the University of California Hastings College of the Law or its students. Further, although Spelman College agrees to accept certain course work from University of California Hastings College of the Law to be applied toward a degree from Spelman College, that course work may not be accepted by other colleges or universities in transfer, even if it appears on a transcript from Spelman College. The decision to accept course work in transfer from any institution is made by the institution considering the acceptance of credits or


course work.


Either party may change its notification address by giving written notice to that effect to the other party in the manner provided herein. Notices shall be effective upon receipt.

IN WITNESS WHEREOF, the parties, intending to be legally bound, have caused this Agreement to be executed by their duly authorized representatives as of the date first indicated above.


By:
Sharon L. Davies, J.D.
Provost and Vice President for Academic Affairs
Spelman College


By:
Morris Ratner
Academic Dean
UC Hastings Law


By:
Mary Schmidt Campbell, Ph.D.
President
Spelman College


By:
David Faigman
Chancellor & Dean
UC Hastings Law

Signed September 14, 2020

5.1.3 California Bar Exam and Provisional Licensure

By Academic Dean Morris Ratner, Associate Dean Stefano Moscato, and Director of Bar Passage Support Margaret Greer

I. California Bar Exam

The College provided tailored support to Class of 2020 graduates preparing for the California Bar Exam, with special features designed to respond to pandemic disruption described in prior reports; those features included, among other things, extended summer supplemental bar support and coaching and enhanced individualized feedback on essays. As indicated below, the effort appears to have reaped dividends in terms of graduate preparedness levels. We are now pivoting to prepare the larger-than-usual cohort of graduates (estimated to be more than 40 graduates) who will sit for the first time for the California Bar Exam for the February 2021 administration. In addition, as described below, we are marshalling special resources and designing programs to support the Class of 2021 to preemptively address pandemic disruption that they will have experienced for three semesters by the time they graduate; these initiatives include bar support resources for needy graduates supported by private fundraising and enhanced bar support programming, such as faculty-led workshops and an expanded summer supplemental bar skills training program.

A. October 5-6, 2020 Bar Exam – Disruption, Response, and Preparedness

The most recent bar preparation and administration season was entirely disrupted. The Bar changed the exam dates multiple times, used a new testing method (online, with virtual proctoring) and a new exam format (a shortened set of multiple choice questions). Moreover, the grading system is different this year than in prior years, as described below. Still, we have reason to be optimistic. As indicated in the attached memorandum from Director of Bar Passage Support Margaret Greer, the Class of 2020 achieved preparedness levels similar to levels achieved by last year's very successful cohort of first-time test takers. This is of interest because our prior statistical analyses indicate that increased levels of bar exam preparedness correlate with improved bar outcomes.

Among other measures of bar exam preparedness that we track are (1) percentage completion of commercial bar preparation courses; (2) use of and success on AdaptiBar; and (3) participation in the supplemental bar training Director Greer organizes, which includes individualized feedback on practice bar essay questions.

- Re commercial bar course completion, Associate Dean for Academic Skills Instruction and Support Stefano Moscato notes: "2020 grads on average completed 85.5% of their bar review course, compared to 81.5% last year (which itself was a big jump from prior years)." Director Greer reports that completion rates varied by bar company. They were up among graduates who used BarBri or Themis, and down for graduates who used Kaplan; but far fewer of our graduates used Kaplan than in prior years.
- Re utilization of AdaptiBar (MBE test-taking skills development program), Director Greer notes: "The data show that 189 UC Hastings JD graduates utilized the resource this summer and fall. The users answered 887 questions on average, with an average 66.2% accuracy

rate. Last year, May 2019 graduates answered 725 questions on average, with an average 65.3% accuracy rate. Importantly, usage increased and accuracy rates improved throughout the review period. For example, during the month of August, graduates answered 138 questions on average, with an average 64.7% accuracy rate. During the month of September, graduates answered 542 questions on average, with an average 69% accuracy rate. We believe that the increase in usage can be attributed in part to the individual advising and messaging that we sent AdaptiBar users in September.”

- Re participation in UC Hastings supplemental bar support program (BEST), Director Greer has documented greater participation levels as measured by number of practice essays and performance tests. For example, about a third of our graduates who sat for the California Bar Exam did at least 7 practice tests on which they received individualized feedback from Director Greer and the rest of our OASIS/BEST team, whereas last year only 13 percent of our graduates did that many practice tests.

However, we also know that the extended bar prep period placed financial and emotional strain on many of our graduates. OASIS tried to alleviate some of that strain by coordinating with the Alumni Office to provide a bar prep scholarship, offering space on campus for graduates to take the exam, and extending our bar support resources through the fall.

Bar scoring is different this year, partly because the NCBE supplied only 100 MBE questions (instead of the usual 200 questions), and because the exam isn’t scaled to the MBE. The California State Bar’s [FAQ](#) states: “The State Bar is working with our psychometrician on a plan that strives to sustain high exam reliability while maintaining a standard that is reflective of past exams. The methodology centers on converting scores on the 100-item multiple-choice exam to an MBE-like score, by employing a raw-to-scale conversion plan that utilizes NCBE’s historic MBE raw-to-equated scale score transformations.”

This is the first administration of the CBE that will use the new 1390 cut score. We do not know the effect of the lowering of the cut score. Our prior analyses suggest that it would have made a substantial difference on the July 2018 exam, increasing the Class of 2018’s first-time pass rate by more than 15 points. In July 2019, had the cut score been 1390 instead of 1440, the College’s pass rate would have been an estimated 86% rather than 80%. But these are rough estimates (by Associate Dean Moscato) based on the limited data we have from grads who failed for whom we have scores. Also, the cut score remains the second highest in the country, even at 1390, so we are advising our Class of 2020 graduates and our current students to avoid attempting to recalibrate effort to a lower cut score.

Results from the February administration of the exam are traditionally released in mid-May, and results from the July administration are released in mid-November. This year, because the July exam was pushed to October, we do not expect to get [October exam results](#) until January 2021. The California State Bar [announced](#) that the next administration of the CBE will be February 23-24, shortly after the October results are announced in January. According to Director Greer, bar companies are preparing to allow graduates to access the review course materials at no additional cost prior to the release of October results.

B. February 2021 Bar Exam – Special Support for Larger First-Time Cohort

OASIS and Director Greer are already pivoting to preparation for the February exam, which will have a much larger than usual cohort of first-time graduates as test takers. The February exam format will return to the normal format (200 MBE questions, etc.). Director Greer is implementing a version of the summer supplemental bar support program during the academic year aimed at the large cohort of Class of 2020 graduates who will sit for the California Bar Exam for the first time in February. Group sessions and individual essay feedback and support start in mid-December, and Director Greer will monitor graduate progress in commercial bar company classes and reach out to support struggling graduates.

C. Enhanced Support for the Class of 2021 to Mitigate Pandemic Disruption Effects

The Class of 2020 had a disrupted sixth semester and a difficult post-graduation study environment, filled with uncertainty. The Class of 2021 will have experienced three semesters of disruption, including not only the Spring 2020 pivot to online instruction, but a full additional year during which they will have taken core classes online. We do not have data to analyze the effects of pandemic response on bar preparedness for this class. While we are hopeful that many of the measures we have adopted since 2016 – including a professional bar support infrastructure (staffing), required bar classes, explicit instruction in legal analysis, and an intensive supplemental bar support program – will serve the Class of 2021 well and mitigate the effects of pandemic disruption, we are nevertheless enhancing support for this class. As was the case for the Class of 2020, we will raise funds from alumni to support special bar scholarships and allocate other funds to ensure access to bar success resources such as AdaptiBar that we have determined to be effective. In addition, Director Greer is planning enhanced Spring 2021 bar programming and a more intensive summer supplemental bar support program for the Class of 2021. We will report in more detail regarding Class of 2021 bar support measures during the March reporting cycle.

II. Provisional Licensure

The California State Bar recently [announced](#) that it adopted a program of provisional licensure, described [here](#). The program will allow eligible 2020 law school graduates who have not taken or passed a bar exam to apply to practice law in California as provisionally licensed lawyers under the supervision of fully licensed lawyers. The initial group eligible for provisional licensure are persons with law school graduation dates between December 1, 2019, and December 31, 2020. The California State Bar's [website](#) notes:

The Provisional Licensure Working Group...is assessing recommendations that may further expand the program. At its meeting on October 14, 2020, the working group voted to recommend that the program be extended to those who scored 1390 or higher on the July 2015 bar exam or any subsequent exam.

The working group is scheduled to meet on November 9 to assess whether, for this cohort who previously scored 1390 or higher, the program should serve as a pathway to full licensure that would not require retaking the bar exam. The State Bar Board of Trustees is

expected to review these recommendations at its November 19 meeting, after which any expansions to the program would need to be approved by the Supreme Court.

In response to the challenges facing law students due to the COVID-19 pandemic, the Court in July directed the State Bar to expedite creation of a provisional licensing program. Graduates will need to find a supervising attorney, apply online, pay a small fee, and meet all requirements, such as already having submitted a complete moral character application. The State Bar also plans to implement an online directory that will enable the public to search for provisionally licensed lawyers.

The provisional licensure program lasts until June 1, 2022, unless extended by the Court. As currently structured, when the program ends, provisionally licensed lawyers wishing to continue practicing law will have to meet all normal requirements for admission, including passing a bar exam.

It is not yet clear whether the provisional licensure option will positively impact employment outcomes for Class of 2020, though it could indirectly give employers confidence to hire persons who have not yet passed a bar exam.



MEMORANDUM

To: Academic Dean Morris Ratner
From: Director of Bar Passage Support and Academic Skills Lecturer Margaret Greer
Date: November 2, 2020
Re: Support for May 2020 Graduates Studying for the California Bar Examination

During the extended bar exam study period leading up to the October administration of the delayed July California Bar Exam ("CBE"), U.C. Hastings provided May 2020 graduates the resources and support systems described below.

I. B.E.S.T. Essay Tutor Program and B.E.S.T. Group Sessions

The Bar Exam Supplemental Training ("B.E.S.T.") program is UC Hastings' free supplement to private commercial bar review courses. There are two components to the B.E.S.T. program: 1) individualized essay grading and feedback; and 2) group sessions. Both components of the program are designed to encourage graduates to begin writing practice essays from the start of bar review, which has been shown to improve bar performance.

A. B.E.S.T. Essay Tutor Program

May 2020 graduates who participated in the B.E.S.T. Essay Tutor Program had the opportunity to submit an unlimited number of bar exam essay and/or Performance Test (PT) answers for review and feedback. This summer and fall, nearly half of the graduates who planned to sit for the California Bar Exam submitted at least three essay or Performance Test answers for review. Nearly one third of the graduates submitted at least seven essays, compared to the 13 percent in 2019. Although overall participation was slightly down when compared to last summer, we were pleased to see an increase in the number of essays and PTs that each individual student submitted. The following table does not include data for graduates who took the exam outside of California or notified the school that they withdrew from the exam.

Number of Answers Submitted	2020	2019
1	143/241 = 59 percent	159/262 = 61 percent
2	133/241 = 55 percent	135/262 = 52 percent
3	119/241 = 49 percent	109/262 = 42 percent
4	109/241 = 45 percent	87/262 = 33 percent
5	93/241 = 39 percent	67/262 = 26 percent

6	87/241 = 36 percent	45/262 = 17 percent
7	77/241 = 32 percent	33/262 = 13 percent

B. B.E.S.T. Group Sessions / Substantive Review Sessions.

Eight B.E.S.T. Group Sessions were held during the bar review period. The graduates answered a practice essay question under timed conditions and submitted the answers for review, individualized feedback, and a grade. Each session included an optional debrief of the answer. I would like to thank faculty member Lois Schwartz and LEOP Academic Support Specialist Alexandra Avram for leading and assisting with the B.E.S.T. Group Sessions.

II. AdaptiBar

The data show that 189 UC Hastings JD graduates utilized AdaptiBar, the largest database of released NCBE questions, this summer and fall. The users answered 887 questions on average, with an average 66.2% accuracy rate. Last year, May 2019 graduates answered 725 questions on average, with an average 65.3% accuracy rate. Importantly, usage increased and accuracy rates improved throughout the review period. For example, during the month of August, graduates answered 138 questions on average, with an average 64.7% accuracy rate. During the month of September, graduates answered 542 questions on average, with an average 69% accuracy rate. We believe that the increase in usage can be attributed in part to the individual advising and messaging that we sent AdaptiBar users in September.

III. Monitoring and Outreach

For the fourth summer in a row, UC Hastings received access to current graduates' commercial bar course completion data and thus was able to identify and direct support to struggling graduates. Graduates began receiving messaging regarding the importance of course completion during the spring semester. Throughout bar review, OASIS kept track of the course completion data for the graduates who indicated in the graduation exit survey that they intended to take the bar exam and reached out individually to the graduates who fell behind. Typically, the bar review period runs from late May until the final week of July. This year, a majority of graduates began studying in June, with the expectation that the exam would take place in September. After the California Supreme Court announced on July 16, 2020, that the exam would take place on October 5-6, 2020, many graduates paused their studying routines. As a result, we had to make a concerted effort in early August to contact all graduates who had not begun studying yet or who had made no progress in their programs since mid-July.

The following data summary tables reflect the final course completion figures for each of the last four years. The data indicate that our messaging about the importance of course completion continues to pay high dividends: May 2020 graduates on average completed 85.5% of their bar review course, compared to 81.5% last year. Furthermore, 83% of Barbri users completed 75% or more of the course and 75% of Themis users completed 75% or more of the course. Kaplan

completion numbers are down, but far fewer of our graduates used that course than in prior years, so we should not read too much into the limited data.

Data Summaries:

1) Barbri

Date	Completed $\geq 75\%$ of Assigned Work
Final: October 5, 2020	131/158 = 83 percent
Final: July 31, 2019	124/175 = 71 percent
Final: July 24, 2018	105/148 = 71 percent
Compare: July 24, 2017	104/184 = 57 percent

2) Themis

Date	Completed $\geq 75\%$ of Assigned Work
Final: October 5, 2020	48/64 = 75 percent
Final: July 31, 2019	29/38 = 76 percent
Final: July 24, 2018	25/40 = 63 percent
Compare: July 24, 2017	21/31 = 68 percent

3) Kaplan

Date	Completed $\geq 75\%$ of Assigned Work
Final: October 5, 2020	10/19 = 53 percent ¹
Final: July 31, 2019	39/41 = 95 percent
Compare: July 24, 2018	32/43 = 74 percent
Final: July 24, 2017	16/22 = 73 percent

IV. Comparison of 2020 and 2019 Data

Graduates with law school GPAs below 3.10 are most at risk when it comes to bar passage. A more in depth review of graduate performance by GPA reveals that May 2020 graduates in the 2.30-2.99 GPA band utilized supplemental resources, such as the BEST Essay Tutor Program and AdaptiBar, at higher rates when compared to May 2019 graduates. The increase in BEST and

AdaptiBar utilization among graduates in the 2.30-2.99 GPA band may be attributable to the fact that students in that GPA band are now required to meet with me during the academic year to discuss their post-graduation bar exam plans. As a result, they are introduced to the importance of utilizing the resources well before the start of bar review.

The percentage of graduates in the 2.302-2.994 GPA band who completed at least 75 percent of the bar review course is down compared to last year. However, the decrease can be explained in part by the fact that last year, there were ten Kaplan users in the 2.99 or below GPA band who had course completion rates that skyrocketed in the final week of bar review. Only five of those users passed the exam. This year, Kaplan adjusted its system so that users could not inflate course completion figures in the final week of bar review. Notably, it appears that graduates in the 3.00-3.099 GPA band did not utilize BEST and AdaptiBar at the same rates that 2019 graduates did and not as many completed at least 75 percent of the bar review course. The decline could possibly be attributed to the fact that graduates were facing pandemic related challenges that impacted their ability to perform.

The following data summary tables reflect the final course completion figures for 2020 and 2019 by GPA bands. The tables also indicate the percentage of graduates who answered at 100 questions correctly on AdaptiBar and submitted essay or PT answers to the BEST Essay Tutor Program. Differences in the denominators are due to the fact that graduates who worked with a private tutor are not included in the course completion figures.

2.302-2.994 GPA	2020	2019
Completed \geq 75% of Assigned Work	27/45 = 60%	34/50 = 68%
Answered 100 + AdaptiBar Questions Correctly	33/49 = 67%	33/53 = 62%
Submitted BEST Essay/PT Answers	29/49 = 59%	23/53 = 43%

3.00-3.099 GPA	2020	2019
Completed \geq 75% of Assigned Work	19/29 = 66%	18/25 = 72%
Answered 100 + AdaptiBar Questions Correctly	17/30 = 57%	19/26 = 73%
Submitted BEST Essay/PT Answers	17/30 = 57%	18/26 = 69%

2.302 - 3.099 GPA	2020	2019
Completed \geq 75% of Assigned Work	46/74 = 62%	52/75 = 69%
Answered 100 + AdaptiBar Questions Correctly	50/79 = 63%	52/79 = 66%
Submitted BEST Essay/PT Answers	46/79 = 58%	41/79 = 52%

V. LEOP Performance

For the second summer in a row, LEOP graduates appear to be outperforming their peers when it comes to course completion and utilization of supplemental resources. Former LEOP Director and academic skills specialist Richard Sakai, Alexandra Avram, Adjunct Professor Catalina

Lozano, and I provided individual feedback on the graduates' essays and PT answers. Those working with Richard Sakai also had the opportunity to meet with him 1:1 throughout the bar review period. I also met with LEOP graduates throughout the bar review period. Thanks to LEOP Director Elizabeth McGriff's leadership and guidance, LEOP graduates are continuing to excel during the bar review period.

LEOP Performance 2020	3.100+ GPA	3.00-3.099 GPA	2.302-2.994 GPA
Completed \geq 75% of Assigned Work	5/5 = 100 %	6/7 = 86%	8/12 = 67%
Answered 100 + AdaptiBar Questions Correctly	5/5 = 100 %	7/7 = 100%	11/13 = 85%
Submitted BEST Essay/PT Answers	5/5 = 100 %	7/7 = 100%	12/13= 92%

V. Alumni and Faculty Mentor Programs

All May 2020 graduates were offered the opportunity to participate in the Faculty Bar Mentor Program and the Alumni Bar Passage Mentor Program. The alumni mentors' primary functions were to offer the graduates support and encouragement and to check in with the graduates throughout bar review. 95 graduates signed up to participate in the alumni mentor program. The faculty mentors were available to provide emotional support and to answer substantive questions. 88 graduates signed up to participate in the faculty mentor program.

V. Advising with Academic Skills Lecturer Margaret Greer

Throughout bar review, graduates met with me individually to discuss bar exam related questions, to seek advice regarding resources and study strategies, and to ask substantive questions. I met primarily with graduates who had fallen behind and needed assistance with restructuring their schedules, graduates who were facing extenuating circumstances related to the pandemic, and graduates who wanted to maximize the additional time that they had to prepare for the exam.

As part of the course completion monitoring, we look at the number of essays, PTs, and MBEs that the students have completed. Next spring, we will continue to advise students about the importance of course completion, and we will make sure to increase our emphasis on advising students that certain assignments (i.e., substantive lectures and practice essays, MBEs, and PTs) must take priority over more passive review assignments.

VII. Campus Resources and Support

A. On Campus Space to Take the Exam

In response to concerns that graduates did not have access to secure remote test environments or stable internet, the College offered graduates the option of taking the two-day exam on campus. 23 graduates sat for the exam on campus. The College provided the graduates with lunch on each day of the exam. A special thanks is owed to the Irma Hernandez and the entire Academic Dean's Office, Rhiannon Bailard, Camilla Tubbs, the facilities team, and the IT team for helping to ensure that the graduates had a secure location to take the exam.

B. Online and Library Resources

During bar review, the graduates had access to a variety of study aids and resources that they could access online and through the Library. Examples of the online resources included the Prior Bar Lectures and Workshops Canvas page, the Bar Passage Support intranet page, the Bar Passage Support Resources webpage, and the Bar Passage Success Stories and Strategies blog.

The Canvas page is a database of bar exam skills workshops, bar prep presentations, and bar subject refresher lectures. The recordings cover a range of topics, including how to deal with the stress of bar review and the bar exam, how to write a passing bar exam essay, and how to systematically answer MBE questions. The B.E.S.T Group Session recordings were posted on the Canvas page too.

The Library's California Bar Exam resources (<http://libguides.uchastings.edu/ca-bar-exam>) include an online database of released California Bar Examination essay questions and selected answers.

C. Supplemental Study Resources – Coupon Codes

Graduates were provided with coupon codes for BarEssays.com, and Critical Pass Flashcards. BarEssays.com is an online database of actual, graded CA Bar Exam essay answers. With the resource, graduates can see what a 50, 55, 60, 65, 70, 75 in each essay subject actually look like. Graduates can also review practice essays by comparing their answers to the actual, graded 70 answer, for example. Critical Pass Flashcards are an MBE resource that a number of graduates have reported as being a useful study aid.

D. Bar Peak Performance

Student Services provided JD graduates with free subscriptions to the Bar Peak Performance Program (<https://www.barpeakperformance.com>). Bar Peak Performance is an online program that includes tools and techniques designed to enhance reduce stress, optimize cognition, and to maximize productivity throughout bar review.

5.1.4 Pandemic Response and the Academic Program

By Academic Dean Morris Ratner

The College started the Fall 2020 term remotely, and relevant public health guidance has required instruction and other academic program services to remain mostly online with a few exceptions noted below. Chancellor & Dean David Faigman has determined that, barring a major change such as the availability of an effective vaccine or changes in public health guidance, Spring 2021 classes will also start online, though we have prepared a schedule that can be adjusted to include in-person elements if conditions permit us to do so. Regardless, students will have the option to remain fully-online in Spring 2021, and Spring 2021 final exams next semester will be administered remotely. Because of the online option in Spring 2021, the earliest term by which the College could fully resume normal in-person academic program operations is the 2021 summer session.

I. The Fall 2020 Academic Program

The academic program includes, among other things, faculty research and education and professional development of our students, including our curriculum (for-credit instruction) and student facing departments such as Student Services, the Career Development Office (“CDO”), and the Office of Academic Skills Instruction and Support (“OASIS”), which provide a mix of 1-1 advising, co-curricular (not-for-credit), and other programs. So far this academic year, the College’s academic program has been administered mostly virtually.

A. Instruction

The ABA approved UC Hastings’ variance request to permit more than the normally allowed number of online units¹ to be taken by our students this academic year in response to the COVID-19 pandemic. The College moved most classes online for Fall 2020, after initially planning for a program that had more robust in-person elements. Dean Faigman explained the rationale to the community in a July 1, 2020 [announcement](#), subsequently modified to highlight that our program is a hybrid one.

Since Dean Faigman's July 1 announcement that most classes would be offered online, the San Francisco Department of Public Health (“SFDPH”) has sharply limited use of campus facilities. The SFDPH Health Officer regularly issues directives posted on [this page](#), including directives addressing higher education. The latest Higher Education Programs [Directive 2020-22d](#) was issued October 27, 2020. Exhibit A to the Directive spells out limitations on use of facilities for academic program purposes. Section 1.8 states generally with regard to use of facilities:

¹ The Council of the American Bar Association Section of Legal Education and Admissions to the Bar (Council) is recognized by the United States Department of Education (USDE) as the accreditor of JD programs. In its role as the “accreditor” and “approver” of law school programs, the Council has been promulgating and enforcing standards for nearly a century. The Standards contain the requirements a law school must meet to obtain and retain ABA approval. ABA Standards currently allow ABA-accredited law schools to offer no more than one-third of the credits necessary to earn the JD via distance education.

Higher Education Programs may permit individual students to use facilities in control of the Higher Education Program if all of the following requirements are met: (1) the student requires access to the facility due to the need for access to specialized equipment or space that is not available outside (such as a music practice room or fine arts studio); (2) only one person is permitted access to the facility at a time, by appointment; (3) a Face Covering must be worn in the facility at all times unless it must be removed to perform a specific task, such as eating, drinking, or playing a wind instrument; (4) the facility is cleaned and disinfected between each use; (5) where feasible, the facility is aired out between each use, such as by opening windows or doors; and (6) use of the facility must be staggered to permit at least one hour between uses.

Section 2.1 of the same document limits indoor classroom instruction:

All indoor lectures, classes, or courses of any kind involving two or more people (including the teacher or instructor) are prohibited unless the Higher Education Program has prepared and posted a Prevention Plan as required by Section 1.4 above and containing the following additional information: (2.1.1.) with respect to each class or program that will be held indoors, a statement as to why it cannot be held remotely or outdoors due to the need for access to specialized equipment or space; (2.1.2) An explanation of how the Higher Education Program will enforce physical distancing on participants of any indoor class or program; (2.1.3) a description of protocols for airing out and sanitizing classroom spaces and equipment between classes.

To date, the SFDPH has not indicated a willingness to allow indoor group classes because those classes can be offered online, as the College has been doing. Also, groups of persons are not allowed to use our spaces except in the limited circumstances outlined above, including, most notably, operation of clinics providing legal services.

Though classes cannot be offered in person even with masks and social distancing, some educational activity has taken place in person consistent with the SFDPH Directive, including the following:

- Use of exterior spaces for classes, group meetings, and 1-1 office hours:

Consistent with Public Health guidance, the College is offering some academic program activity in its outdoor spaces, including the Quad and the deck on the top floor of the Cotchett Law Center at 333 Golden Gate Avenue. The College offered one class in the Quad this year after SFDPH guidance allowed us to do so, Understanding U.S. Law and Current Events, taught by Professor Chimene Keitner. In addition, a number of faculty members have held small group review and discussion sessions in the outdoor spaces. Departments and student groups have also used the outdoor spaces for socially distanced events and gatherings.

- Study Spaces

Since given permission to do so earlier this semester, the Library has made individual study spaces available to students. Demand for study spaces has been low (two students per day on average),

but we expect it will increase as students use study spaces to take Fall 2020 final exams on campus, with only one student allowed in each room at a time pursuant to the SFDPH guidance cited above. (Fall 2020 exams are take-home and virtual, and 1L exams are administered with virtual proctoring.)

- Experiential programming:

Clinical work has mostly taken place online. Associate Dean for Experiential Learning Gail Silverstein reports that while the College has allowed in-person meetings as necessary to perform essential legal services and the use of office space more generally, the Civil Justice Clinic Office space has been used only once by students in the Social Enterprise and Economic Empowerment Clinic (SEEC) to print documents. SEEC expects that a few other trips to the office by students for similar purposes will be necessary this semester.

Dean Silverstein notes that most of the externship placements have allowed or required virtual work. The limited in-person work has been done by students who voluntarily chose in-person placements. Two of the judicial externships were in-person at San Francisco Superior Court. Three legal externships are in-person at Franchise Tax Board, Los Angeles Public Defender, and Los Angeles District Attorney offices. One Lawyers for America placement is in-person at Solano County Public Defender Office. For the Criminal Practice Clinic, there are two in-person placements at the San Mateo District Attorney's Office and three in-person placements are at the San Francisco Public Defender's Office. Lastly, in our Lawyering for Children Practicum, a few students have come into the office one at a time for 10-minute document signing intake meetings with clients.

B. Co-Curricular Programming and Advising

Student support departments have operated virtually. They have implemented a robust array of programming online. For example, CDO implemented 1L Career Fundamentals, a co-curricular program aimed at helping students understand and begin to think about entry points into the legal services job market,² and has implemented a broad array of programs for upper division students, including, among others, events focused on virtual interviews, specific practice settings, and judicial clerkships. Similarly, Student Services has implemented student academic advising and wellness and other programming, as well as online diversity, equity, and inclusion training. Among other things, Student Services has hosted exercise and meditation events. OASIS has implemented its usual menu of academic skills programming, including 1:1 academic support, peer-led group discussion sessions; academic skills workshops on core success skills such as case briefing and course outlining; and bar exam success programming. The Legal Education Opportunity Program, which is organizationally part of OASIS, has also moved its extra layer of academic skills programming and advising online.

Student participation has generally been at least as high as in prior years at events pertaining to career and academic success, and in some cases has been much higher. For example, CDO saw participation rates above 90% in connection with Career Fundamentals, without the significant

² Specifically, the modules for Career Fundamentals included sessions titled Roadmap to the Legal Profession, Job Search 101, Application Materials, Informational Interviewing and Practice Area Expo.

drop off in participation seen in prior years when students had more events and activities competing for their attention. Similarly, OASIS academic support programming has been well attended; peer Discussion Group Leader program participation is up this year compared to last year, despite the fact that we are not serving food at these events, which was a major draw in prior years. LEOP student participation in academic skills events, including Saturday practice exams (a key element of that program) and a Multistate Professional Responsibility Exam workshop, is also up compared to last year. And upper division student participation in bar success programming is up relative to last year (by roughly one-third at one event and by nearly 10 percent at another), except for one workshop that was scheduled at an unpopular time. Faculty also report higher-than-usual student demand for office hours and informal advising and mentorship.

However, participation rates have been lower than in prior years at some events, including wellness-related and some organized online social events, and faculty, staff, and students report a experiencing Zoom fatigue. We are assessing what worked and how we can maintain student engagement in the coming semester.

C. Student Organization Activity

Student organization activity has migrated online, though with relatively fewer events than in non-pandemic years. The Associated Students of UC Hastings (“ASUCH”) have held their regular meetings online, and student groups have organized a number of significant online events. For example, the UC Hastings Black Law Student Association held its inaugural [Black Pre-Law Summit](#) on Saturday October 24, and the Hastings First Generation Professionals student organization co-hosted a [panel](#) on October 21, 2020. Also, some student organizations have organized socially distanced events; for example, the Hastings Environmental Law Association recently organized an informal and socially distanced [hike](#) with our environmental law faculty, Professors Dave Owen and David Takacs.

Though student engagement is generally high, all things considered, the connections that develop online are missing some of the three-dimensionality and strength that flow from regular and organic connections developed in shared spaces. Also, though our LEOP community’s high engagement levels suggest that Director Elizabeth McGriff’s efforts to build community despite the pandemic appear to be having a positive impact, other challenged students who may not have the built-in support structure LEOP provides could be struggling in ways we cannot yet see because we do not yet have the outcomes data we use to evaluate student success. We will undertake year-over-year comparisons after we have fall academic performance data.

D. Faculty Research and Scholarly and Community Events

Faculty scholarly engagement has continued despite the pandemic. For example, regular Tuesday faculty colloquia have taken place online, and Associate Dean for Research Jodi Short has opened them up to faculty from other law schools. Also, the Center on Tax Law has co-organized a [tax law speaker series](#) with University of San Diego and UC Davis. The UCSF/UC Hastings Consortium and the Center for Racial and Economic Justice co-hosted on [event](#) on October 14 titled “Racial Health Disparities: Economic Injustice as an Underlying Condition of COVID.” The Center for Negotiation and Dispute Resolution has held a [lunch and learn series](#) on ADR. And the

Center for Business Law is co-hosting an online [event](#) with UCLA Anderson Forecast on November 10.

Similarly, faculty have organized and led community events addressing a range of topics inspired by current events, including the annual [Supreme Court Review](#) (September 30), panels on the [legal and policy effects of COVID-19](#), Justice Ruth Bader [Ginsburg's life and legacy](#), voting rights issues, and the [domestic](#) and [international](#) effects of the current election, and other matters of broad interest. Faculty have also created online resources for the community, including a review of [ballot measures](#) and [podcasts](#) of faculty experts analyzing various facets of the pandemic.

This is just a small sampling of scholarly and faculty-led intellectual activity at UC Hastings during the pandemic.

II. Spring 2021

The accompanying October 28, 2020 announcement from Chancellor & Dean David Faigman to the community regarding Spring 2021 addresses a range of matters other than the academic program, including Tower leases and expectations of employees. As to the academic program, the communication states in relevant part:

Spring Course Schedule. If nothing changes between now and the start of classes in January, all classes will start online. In the coming weeks, the Records Office will supplement its Spring 2021 Registration Information page to identify classes that may have in-person elements, if and when health and safety conditions permit. Regardless of developments during the remainder of the academic year, if you choose to attend law school fully online, you can. That means, if you choose to, you do not need to stay or move here to complete the academic year. You will be able to construct a schedule that allows you to attend all of your classes remotely next semester, and Spring 2021 final exams will be online, even if an effective COVID-19 vaccine becomes widely available before the end of the semester.

Other On-Campus Activity. Consistent with California and San Francisco Department of Public Health regulations, UC Hastings Law is currently providing students access to exterior campus spaces for individuals and groups as well as interior study rooms in the library for individuals. Details about accessing outdoor spaces and interior study rooms are available on MyHastings. Additionally, we are providing limited reservation-only access to the Tower fitness center for Tower residents. Public Health currently prohibits indoor gatherings of two or more students except in limited instances, and generally then only for instruction that cannot occur remotely or outside. To that end, they do not currently permit indoor group studying or indoor events of any kind. We continue to work closely with Public Health on the feasibility of safely providing indoor spaces to our students for studying, events, and other non-curricular needs. At this point, we must continue current practices, while making adjustments and expansions as Public Health guidance allows. Going forward, however, we are committed to opening campus activities to the fullest extent possible in accordance with future health guidelines.

Consistent with Dean Faigman’s announcement, Academic Dean Morris Ratner and the Records Office finalized a class schedule that includes a mix of courses that will be offered fully online, without any in-person elements, and other courses that may scale up in-person elements conditions permitting. This is how we explained the schedule to students on the Records Office registration information page:

Because classes are starting with online classroom instruction and we don't yet know what kind of in-person elements each class will have, you should choose your classes based on the subject matter and schedule that you prefer, whether you intend to be on campus to the extent feasible or fully virtual all semester....

That said, if you are hoping to have in-person academic experiences, health, and safety conditions permitting, you can identify the classes that might have in-person experiences associated with them in the following ways. First, you can look at the Spring 2021 course list, which is color-coded to show classes that might, conditions permitting, have some sort of voluntary in-person element. Second, you can look at WebAdvisor. Courses listed as “online” in lieu of giving a room number in WebAdvisor will be completely virtual and will stay fully remote no matter what conditions change next semester. Classes with “To Be Announced” as the room number on WebAdvisor may have voluntary in-person elements if health and safety conditions permit.

The conditions necessary for and nature of in-person experiences will vary by faculty member, course, and circumstances. In-person elements could include, among other things, group review sessions on campus or in-person group office hours. The fact that we are reserving and will announce room numbers for some classes does not mean that classroom instruction will necessarily take place on campus or that you would be required to attend classes on campus. With very few exceptions (e.g., a clinic or externship that explicitly requires on-site fieldwork or a class that expressly states in the comments section on WebAdvisor that in-person meetings are required), you may take any class online, whether or not it is listed as likely to have voluntary in-person elements.

Right now, the trajectory of the pandemic is simply too unpredictable to give more information about each class. There are too many contingencies. However, as we get closer to the start of the spring term, Academic Dean Morris Ratner and the Records Office will share more information about the classes that will or may have in-person elements. In the meantime, if you have questions, please do not hesitate to reach out to Dean Ratner directly....

Peer school experiences with hybrid instruction, where a substantial portion of the students are online while others attend classes in-person, have been mostly negative. However, our own experience suggests that there are other ways to create “hi-flex” or in-person experiences in classes that avoid or minimize the problems associated with teaching both online and in-person, including repeating in-person sessions for smaller groups of students, in-person small group review sessions, informal discussion sections, office hours, and other instructional activities.

III. Beyond Spring 2021

We are an in-residence program, and we expect to resume mostly in-person operations as soon as public health guidance and pandemic conditions permit. The summer session, called the UC Hastings Summer Legal Institute, will be the first during which we may have the opportunity to start online, if conditions permit now that circumstances have closed the door to a Spring 2021 in-person start.

Though we will return to a predominantly in-person academic program as soon as practicable, the pandemic and the College's experiences with online instruction and programming suggest that virtual course elements (including "flipped" classrooms where some instruction is delivered online, asynchronously) and programming (including events and conferences) will likely be more common in the coming years. Also, faculty have gained valuable online teaching skills that will translate to the in-person classroom, including active learning techniques such as the use of live polls in classrooms to test student understanding in real time.

Also, the College will revisit current online education credit caps, which, at 12 units, are below the 28 online units permitted by the ABA Standards. Though we will be cautious about expanding online options in the JD program post-pandemic, at least until we develop data regarding the relative efficacy of online classes as measured by student outcomes (law school GPA and bar exam success), the faculty will also likely approve more such classes than the handful of online classes we offered before the pandemic. That is partly to respond to perceived student desire for flexible scheduling options and partly to allow the College to attract and retain advanced course instructors who may not be able to offer classes in person. This year, for example, we were able to attract as the inaugural Center on Tax Law Visiting Scholar and Adjunct Professor the Chief Judge of the U.S. Tax Court, [Maurice Foley](#), who likely would not have been able to teach a class but for our ability to offer it online.

Planning for Spring 2021

Chancellor and Dean David Faigman <chancellorfaigman@uchastings.edu>

Thu 10/29/2020 2:00 PM

To: UC Hastings, AcadDean <AcadDean@uchastings.edu>



Dear UC Hastings Community,

I write with information about the Spring 2021 term, including the curriculum, final exams, in-person campus programming and operations, the Tower, and staffing. As aspects of the COVID-19 pandemic improve, the College will continue to scale up in-person instruction and programming on campus to the extent feasible and consistent with San Francisco Department of Public Health (“Public Health”) guidelines specific to institutions of higher education. We are cautiously optimistic about the recent decision by Public Health to further lift restrictions on city businesses and activities, something that I know is welcome news to those of us currently living here (or who have interest in moving to the area) and who are eager to take advantage of all the amazing perks of living in and around San Francisco.

Despite our hopes and optimism, it is impossible to provide specific dates for an expansion of campus operations because of the pandemic’s unpredictable trajectory and the uncertain pace of development of an effective and widely available vaccine or treatment. We must therefore plan for the spring term under conditions of uncertainty, bearing the following principles in mind:

- Community members’ health and wellbeing are our top priority.
- Consistent with that, we should retain flexibility to increase campus instruction, programming and operations, so that we have as rich and vibrant of an on-campus life as possible as soon as practicable.
- Students should be able to plan their spring class schedules and living situations now, even though much may change in the coming months.

Applying these principles, the College is preparing a schedule for the spring term that offers students flexibility while anticipating the likelihood of moving increasingly to in-person instruction and activity over the course of the semester, where appropriate. We will offer as much in-person community engagement as public health conditions permit while at the same time creating a remote instruction option for students.

Students

Spring Course Schedule. If nothing changes between now and the start of classes in January, all classes will start online. In the coming weeks, the Records Office will supplement its [Spring 2021 Registration Information](#) page to identify classes that may have in-person elements, if and when health and safety conditions permit. Regardless of developments during the remainder of the academic year, if you choose to attend law school fully online, you can. That means, if you choose to, you do not need to stay or move here to complete the academic year. You will be able to construct a schedule that allows you to attend all of your classes remotely next semester, and Spring 2021 final exams will be online, even if an effective COVID-19 vaccine becomes widely available before the end of the semester.

Other On-Campus Activity. Consistent with California and San Francisco Department of Public Health regulations, UC Hastings Law is currently providing students access to exterior campus spaces for individuals and groups as well as interior study rooms in the library for individuals. Details about accessing [outdoor spaces](#) and [interior study rooms](#) are available on MyHastings. Additionally, we are providing limited reservation-only access to the Tower fitness center for Tower residents. Public Health currently prohibits indoor gatherings of two or more students except in limited instances, and generally then only for instruction that cannot occur remotely or outside. To that end, they do not currently permit indoor group studying or indoor events of any kind. We continue to work closely with Public Health on the feasibility of safely providing indoor spaces to our students for studying, events, and other non-curricular needs. At this point, we must continue current practices, while making adjustments and expansions as Public Health guidance allows. Going forward, however, we are committed to opening campus activities to the fullest extent possible in accordance with future health guidelines.

Current and Future Tower Residents. Earlier this year, I indicated that we would release Tower residents from their leases in the event we have no instruction on campus in the spring. While we expect and are planning to introduce some in-person instruction in the spring, we will nevertheless be flexible with regards to lease continuation or termination. We are giving students the option to move out anytime between December 1, 2020 and May 31, 2021 with a 30-day notice to vacate and be released for the remainder of their 2020-2021 Academic year lease. Jarda Brych, Director of Auxiliary Services, will send an email shortly to all current Tower leaseholders with precise instructions for optional lease termination.

With the recent lifting of Public Health restrictions for local restaurants, businesses, and activities, we know that some students are considering moving to the Bay Area. The Tower is also open for new lease applications to any students seeking Tower residency now or for the spring semester. Feel free to contact Jarda Brych directly with interest or questions (brychj@uchastings.edu).

Faculty and Staff

We anticipate starting spring semester much the same as fall semester, with most employees continuing to work remotely. However, as we plan for an increase in in-person instruction and activities, faculty and staff should be prepared to return to their offices at any point in the coming months. Human Resources Director Andrew Scott will work with supervisors once we are permitted to increase our on-campus presence during the spring semester, coordinating timing and procedures to ensure the health and safety of our students and employees. [Our Return to Work Guide](#) remains available for review and will be modified as necessary based on guidance from Public Health.

For now, per Public Health guidance, faculty and staff may continue to stop by campus periodically to conduct necessary business that cannot be done virtually as determined by their department heads and manager, including providing necessary support services, collecting mail, and the like. Faculty may continue to use their campus offices as needed, e.g., to address internet connectivity issues at home. Employees do not need to seek advanced permission to come to campus but will have to complete the [symptoms monitoring questionnaire linked here](#) or available on the UC Hastings Safe app to confirm they are symptom free and, starting November 1, to confirm that they have received the flu vaccination or have been approved for an exemption.

I know that you have faced tremendous obstacles in 2020, and I am grateful for the ways in which each of you in the UC Hastings Law community has come together to overcome these challenges. While it remains my goal and intention to resume additional on-campus instruction and activities as soon as it is safe to do so, I hope that by providing students the opportunity to start making plans for the spring semester now, I have alleviated some of the stress and strain of the unknowns that each of you face. I will continue to keep the entire community apprised of developments, particularly as they relate to further opportunities for on-campus activities. As always, feel free to reach out to me or my Chief of Staff Jenny Kwon as needed and take advantage of [my Office Hours](#).

Best regards,

David

David L. Faigman
Chancellor and Dean
John F. Digardi Distinguished Professor of Law
University of California Hastings College of the Law

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This message was sent to AcadDean@uchastings.edu from chancellorfaigman@uchastings.edu

Chancellor and Dean David Faigman
UC Hastings College of the Law
200 McAllister Street
San Francisco, CA 94102

Office of Advancement

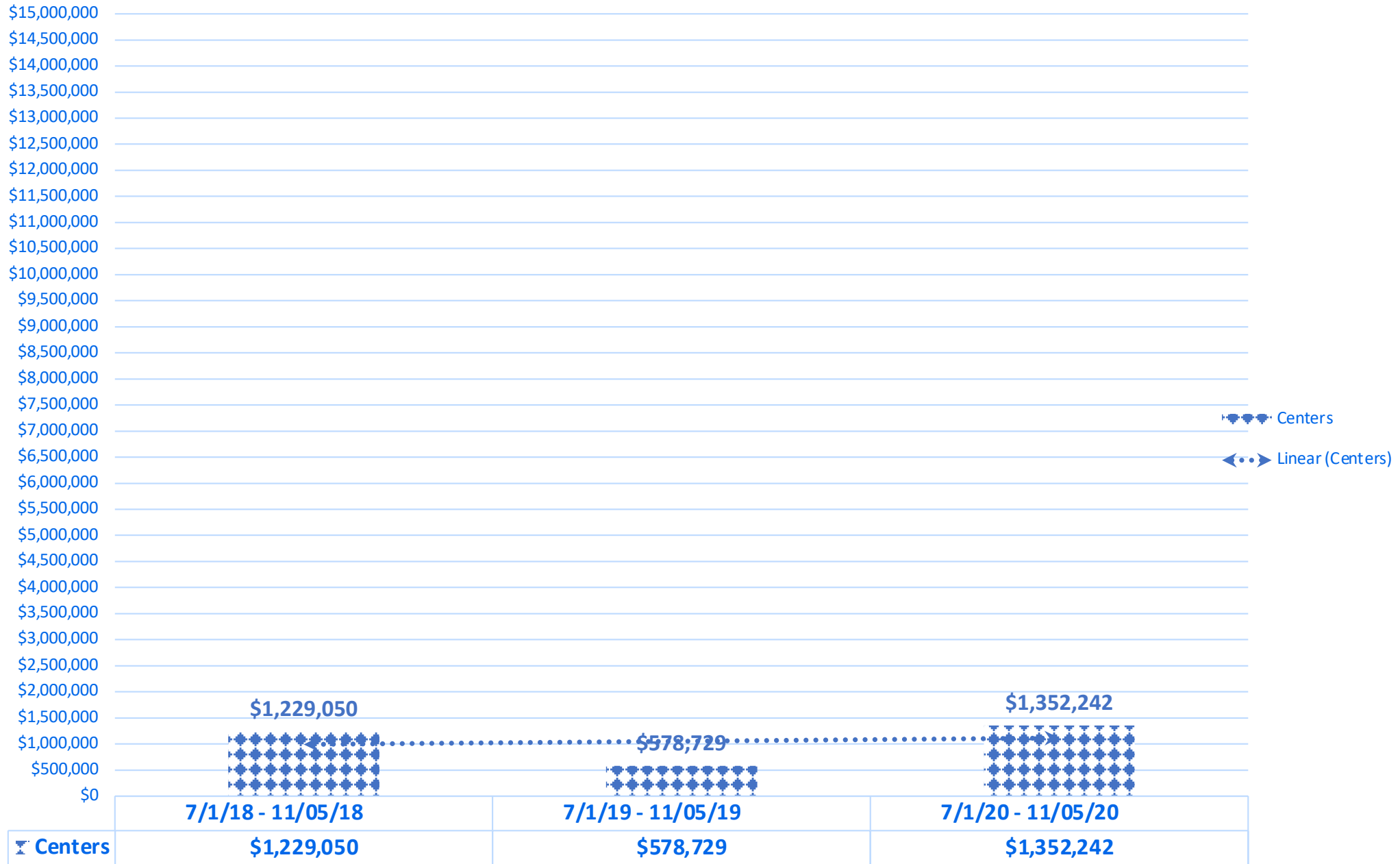
FY21 Year-to-Date Fundraising Report

December 4, 2020

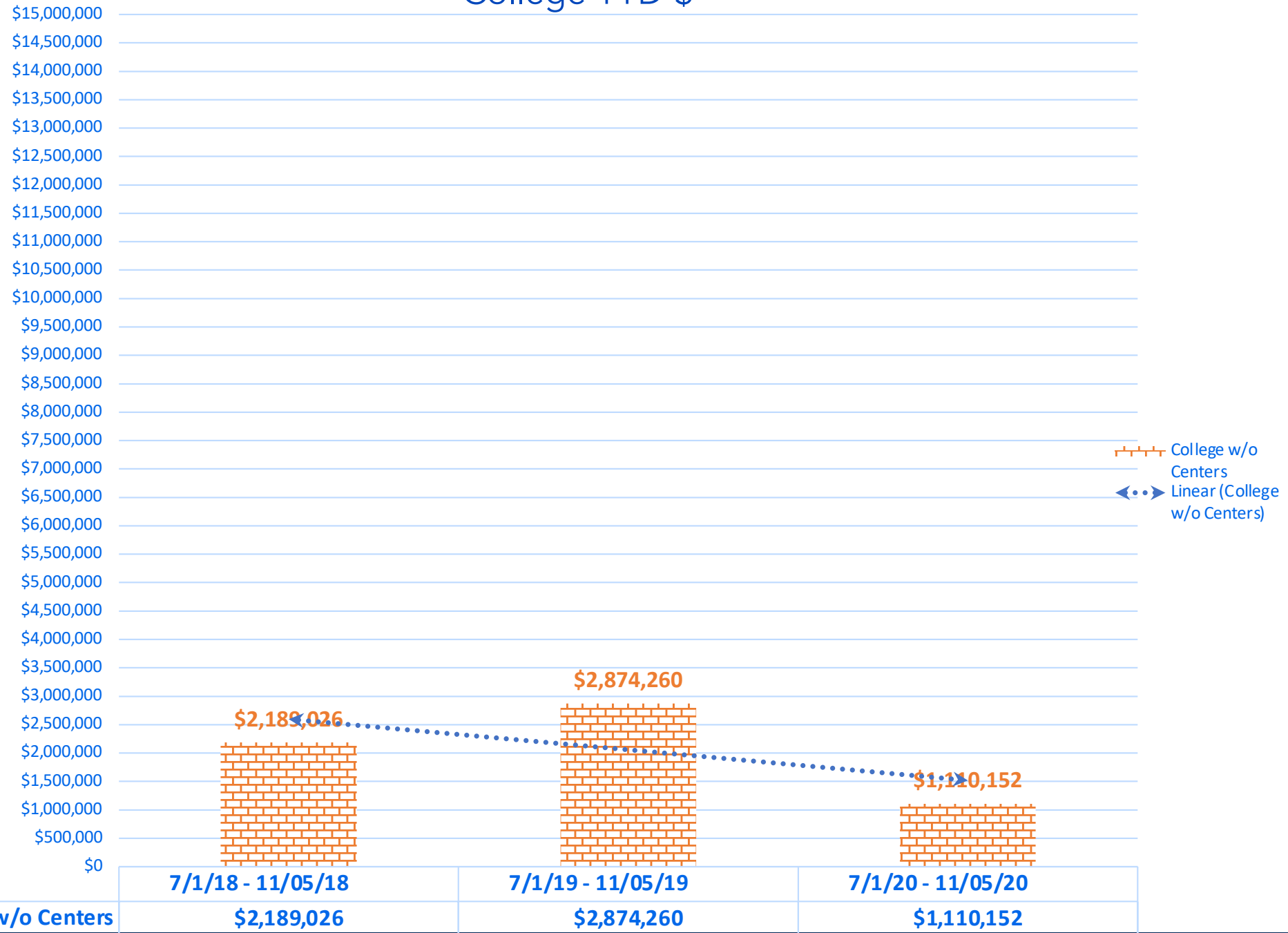


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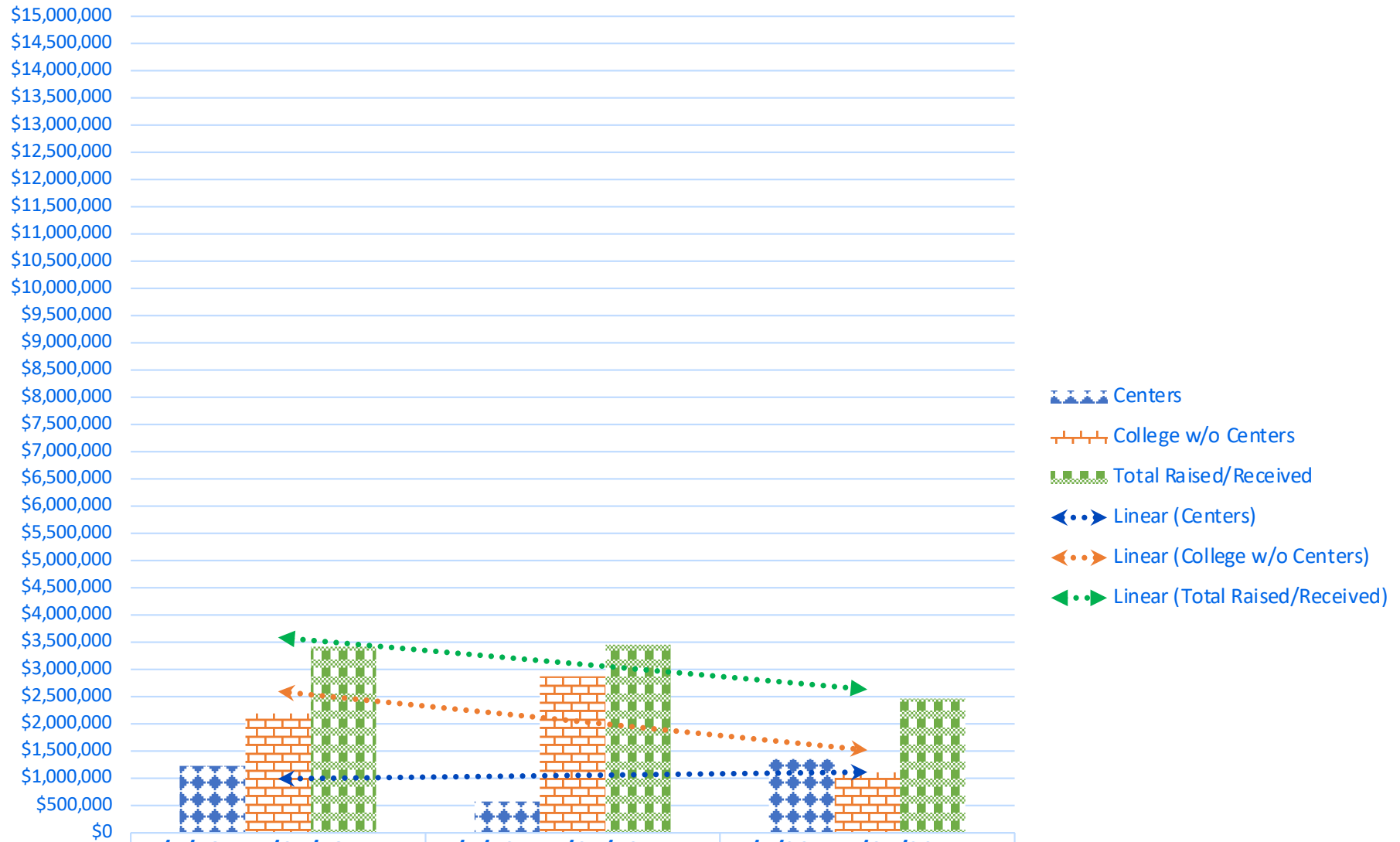
Centers YTD \$



College YTD \$

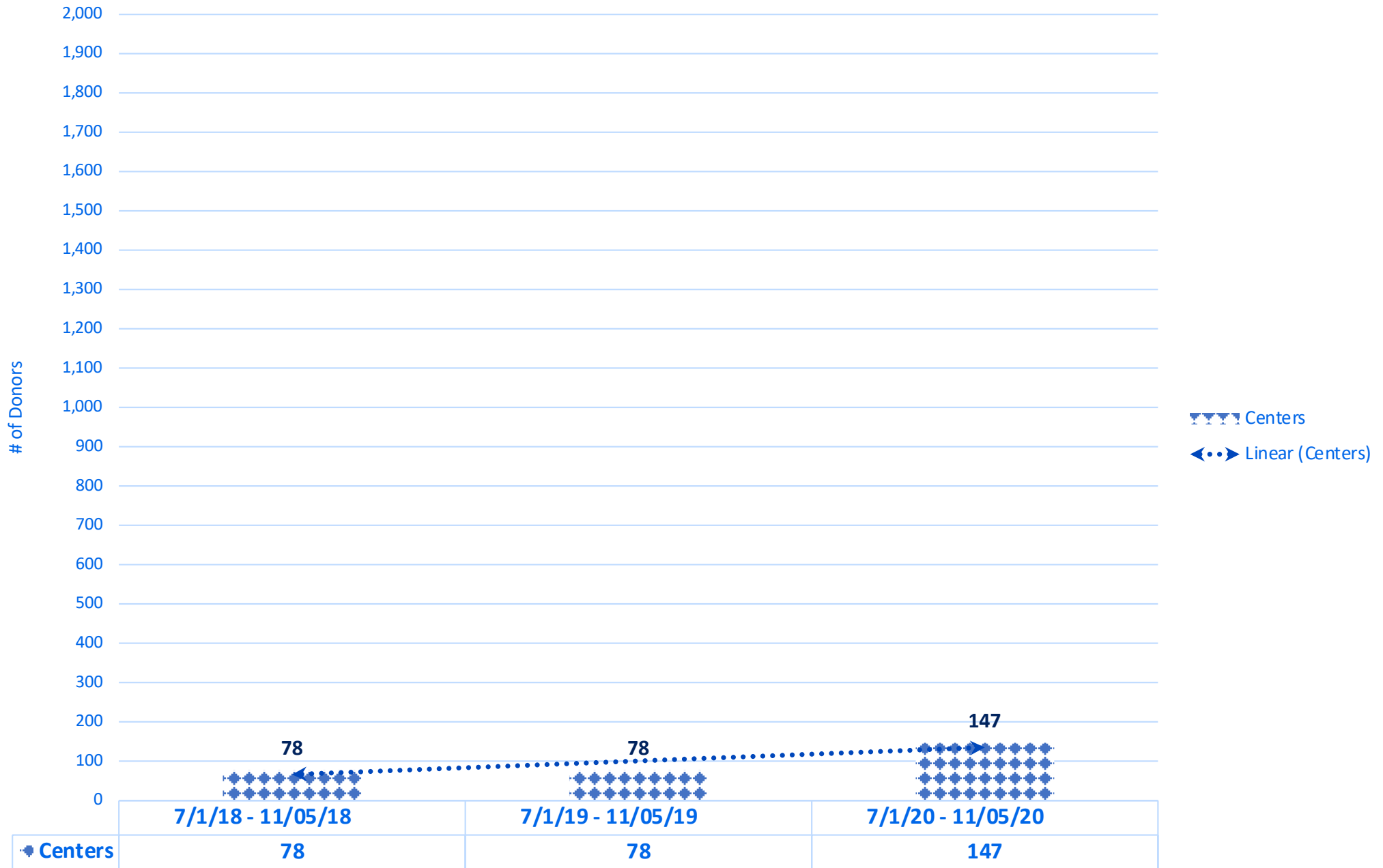


Centers + College YTD \$

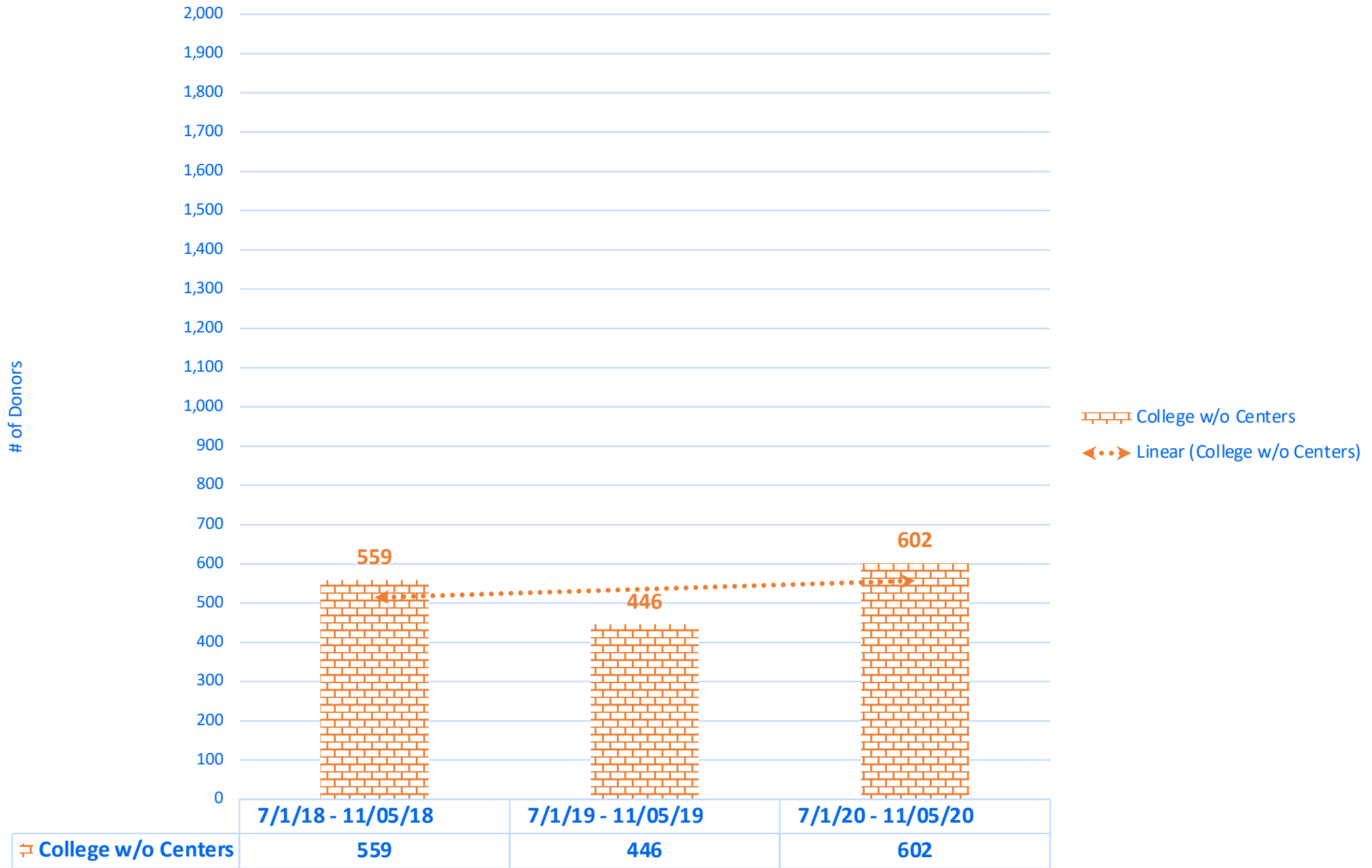


	7/1/18 - 11/05/18	7/1/19 - 11/05/19	7/1/20 - 11/05/20
Centers	\$1,229,050	\$578,729	\$1,352,242
College w/o Centers	\$2,189,026	\$2,874,260	\$1,110,152
Total Raised/Received	\$3,418,076	\$3,452,989	\$2,462,394

Centers YTD Donors

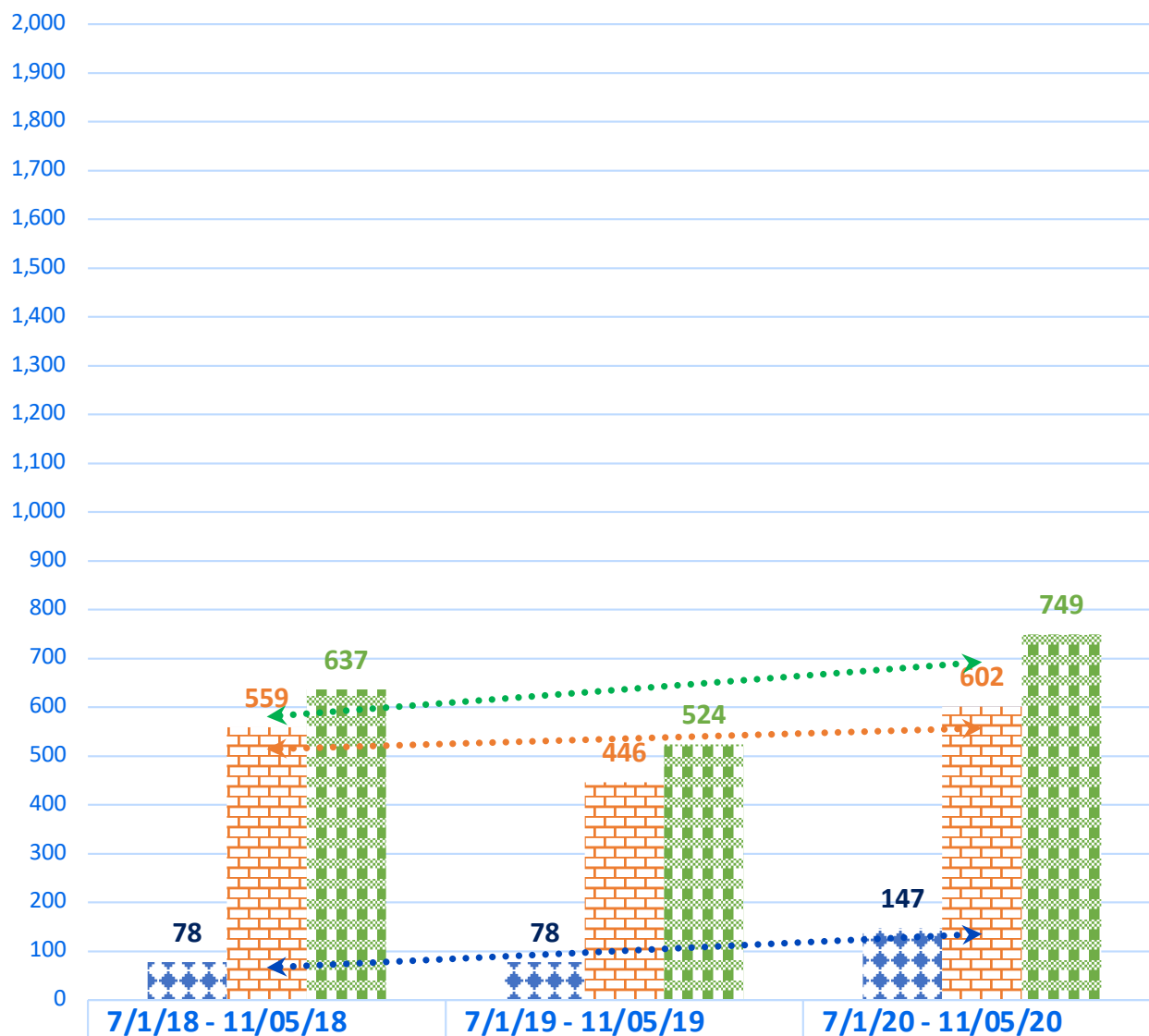


College YTD Donors



Centers + College YTD Donors

of Donors



	7/1/18 - 11/05/18	7/1/19 - 11/05/19	7/1/20 - 11/05/20
Centers	78	78	147
College w/o Centers	559	446	602
Total Raised/Received	637	524	749

YTD Donor Report 07.01 - 11.05

FY19

# of Donors	# of Alumni Donors	# of New Donors	# of New Alumni Donors
637	489	170	40

FY20

# of Donors	# of Alumni Donors	# of New Donors	# of New Alumni Donors
524	408	154	33

FY21

# of Donors	# of Alumni Donors	# of New Donors	# of New Alumni Donors
749	497	255	48

FY21 v FY20

# of Donors	# of Alumni Donors	# of New Donors	# of New Alumni Donors
43%	22%	66%	45%

UC Hastings Law: High Achievement, High Momentum



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For more information, visit **FutureNow.UCHastings.edu**.

We are applying our knowledge to inform debate and effect change



Veena Dubal, a champion of fair labor practices, consults frequently with government officials on the regulation of gig work. Her efforts culminated this year in the passage of AB 5, requiring gig employers to reclassify their California workers as employees to ensure they receive adequate wages and other legal protections.

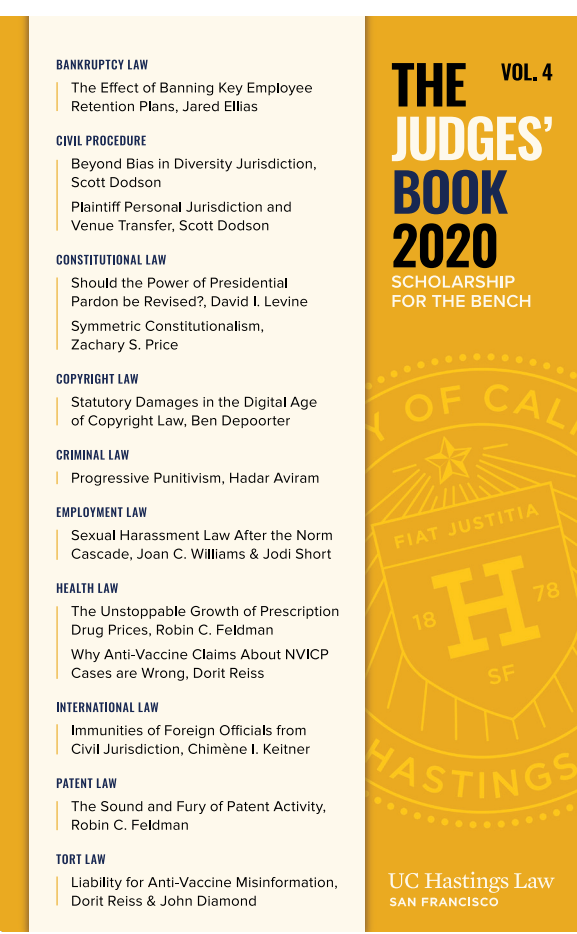
Karen Musalo, an expert on U.S. immigration and asylum issues, delivered testimony in the Supreme Court of Canada that was instrumental in the Court’s ruling that Canada’s Safe Third Country Agreement with the United States violated the Canadian Charter of Rights and Freedoms due to the unlawful treatment of asylum seekers in the U.S.

Hadar Aviram applied her expertise in criminal justice reform to the COVID-19 crisis in California prisons, representing the ACLU and 17 other criminal justice scholars as *amici curiae* in a landmark case in which the California Court of Appeal ordered California to reduce the population of San Quentin prison by 50 percent.

Jared Ellias chairs the Large Corporate Bankruptcy Scholars COVID-19 Committee, the largest of four committees of scholars advising Congress on financial distress related to the pandemic. As leader of a group of more than two dozen top scholars from multiple institutions, he has urged lawmakers to appoint more bankruptcy judges and increase the budgets of bankruptcy courts.

Robin Feldman, an authority on how intellectual property rules affect pharmaceutical pricing and availability, launched the Evergreen Drug Patent Database, a resource that tracks patent protections filed by pharmaceutical companies and reveals strategies for maintaining high drug prices by prolonging patents and delaying competition.

We are producing scholarship of value to society and the law



- We recently established four centers of scholarship and programming—LexLab (law and technology), Center for Business Law, Center on Tax Law, and Center for Racial and Economic Justice—to complement our renowned research centers, which include the Center for WorkLife Law; Center for Innovation (C4i); Center for Gender & Refugee Studies; and UCSF-UC Hastings Consortium on Law, Science, and Health Policy.
- In Fall 2020, we published a fourth edition of *The Judges’ Book*, an annual summary of UC Hastings academic papers of special relevance to the bench, and provided it to all federal and many state judges.
- Prominent published treatises include Richard Marcus, et al., *Wright & Miller’s Federal Practice & Procedure*; Mary Kay Kane, *Wright & Kane’s Law of Federal Courts*; and David Faigman et al., *Modern Scientific Evidence: The Law and Science of Expert Testimony*.
- Professors Rick Marcus and Scott Dodson have leading roles in drafting the *Compendium of Comparative Civil Justice*, which will be the worldwide definitive treatise on comparative civil procedure.

We are delivering innovative, individualized education

- UC Hastings offers a broad and deep curriculum with 200+ courses a year, including dozens of recent additions on topics spanning legal operations, tax law, and race & sexuality.
- Programs ranked among the best by *US News & World Report* include Healthcare Law (#13), Dispute Resolution (#13), Trial Advocacy (#20), Environmental Law (#20), Tax Law (#23), Clinical Training (#27), International Law (#28), and Criminal Law (#33).
- Our moot court team was named #1 nationwide in November 2020. It has ranked consistently as one of the top moot court programs in the country for the past several decades.
- Our ADR team is an acknowledged powerhouse. Recent results include three first-place finishes (one national and two international championships), two second-place finishes, eight top-three finishes, and 11 top-five finishes.
- We deliver diverse and effective experiential learning programs, with 16 clinics and four externships; focal areas include immigration, refugee rights, environmental law, corporate counsel, technology startups, and community economic development.
- We publish 10 student journals, including *Hastings Law Journal*, *Hastings Women’s Law Journal*, and *Hastings Constitutional Law Quarterly*. The first dates to 1949; the newest launched in 2020.
- A multidimensional student-support strategy we implemented in 2018 led to a 20% jump in first-time California bar-passage rate from 2018 to 2019.



ADR Team Members

We are creating a vibrant, multi-institutional campus



Cotchett Law Center

- An emerging Academic Village on our two-block campus will feature four new and renovated buildings plus partnerships with UCSF and other institutions of higher education.
- In March 2020, we completed our first new academic building in 40 years, the six-story Cotchett Law Center, designed to Platinum LEED standards.
- In October 2020, we broke ground for a 14-story complex that will provide 657 units of student housing at below-market rates and feature classrooms, courtrooms, and retail space. Occupancy is slated for June 2023.
- In 2023, we will begin a two-year renovation of our iconic, 28-story McAllister Tower, which will offer below-market rate housing for some 265 students of UC Hastings and other schools.

We are making a mark on the world via alumni leadership

- Kamala Harris ’89 was elected Vice President of the United States.
- Mike Kelly ’76 helped lead the litigation against PG&E for triggering the 2017 and 2018 Northern California wildfires, resulting in the largest tort bankruptcy in U.S. history, with overall payment to victims totaling \$13.5 billion.
- As co-lead counsel in a nationwide class action, Joe Cotchett ’64 secured a \$113 million settlement with Apple related to consumer fraud lawsuits brought by more than 30 states in the iPhone “batterygate” controversy.
- More than 300 UC Hastings alumni currently serve as California state court judges.
- UC Hastings ranks #8 in the nation for GCs in the Fortune 500.
- Our alumni are largely responsible for back-to-back record fundraising years, with philanthropic dollars up by 47% from 2018 to 2019 and 43.4% from 2019 to 2020.



Kamala Harris

▶ To learn more about UC Hastings’ dynamic intellectual community, see **FutureNow.UCHastings.edu**. ◀

UC Hastings Law: High Achievement, High Momentum

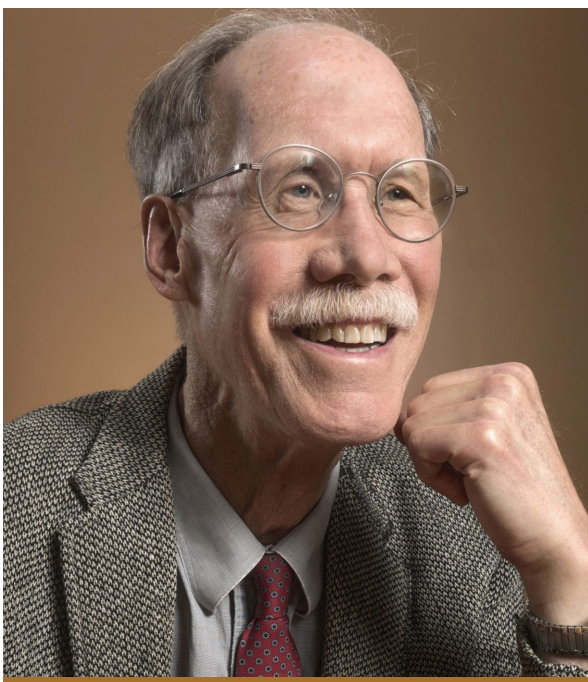


UC Hastings is the oldest law school west of the Rockies. We take pride in that history. But our sights are fixed squarely on the future. We have a vitalizing vision—undergirded by practical strategies—and we are making gains in every arena of activity.

For more information, visit **FutureNow.UCHastings.edu**.

We are producing scholarship of value to society and the law

- We recently established four centers of scholarship and programming—LexLab (law and technology), Center for Business Law, Center on Tax Law, and Center for Racial and Economic Justice—to complement our renowned research centers, which include the Center for WorkLife Law; Center for Innovation (C4i); Center for Gender & Refugee Studies; and UCSF-UC Hastings Consortium on Law, Science, and Health Policy.
- In Fall 2020, we published a fourth edition of *The Judges’ Book*, an annual summary of UC Hastings academic papers of special relevance to the bench, and provided it to all federal and many state judges.
- Professors Rick Marcus and Scott Dodson have leading roles in drafting the *Compendium of Comparative Civil Justice*, which will be the worldwide definitive treatise on comparative civil procedure.
- Prominent published treatises include Richard Marcus, et al., *Wright & Miller’s Federal Practice & Procedure*; Mary Kay Kane, *Wright & Kane’s Law of Federal Courts*; and David Faigman et al., *Modern Scientific Evidence: The Law and Science of Expert Testimony*.



Rick Marcus



Scott Dodson

We are delivering innovative, individualized education



ADR Team Members

- UC Hastings offers a broad and deep curriculum with 200+ courses a year, including dozens of recent additions on topics spanning legal operations, tax law, and race & sexuality.
- Programs ranked among the best by *US News & World Report* include Healthcare Law (#13), Dispute Resolution (#13), Trial Advocacy (#20), Environmental Law (#20), Tax Law (#23), Clinical Training (#27), International Law (#28), and Criminal Law (#33).
- Our moot court team was named #1 nationwide in November 2020. It has ranked consistently as one of the top moot court programs in the country for the past several decades.
- Our ADR team is an acknowledged powerhouse. Recent results include three first-place finishes (one national and two international championships), two second-place finishes, eight top-three finishes, and 11 top-five finishes.
- We deliver diverse and effective experiential learning programs, with 16 clinics and four externships; focal areas include immigration, refugee rights, environmental law, corporate counsel, technology startups, and community economic development.
- We publish 10 student journals, including *Hastings Law Journal*, *Hastings Women’s Law Journal*, and *Hastings Constitutional Law Quarterly*. The first dates to 1949; the newest launched in 2020.
- A multidimensional student-support strategy we implemented in 2018 led to a 20% jump in first-time California bar-passage rate from 2018 to 2019.

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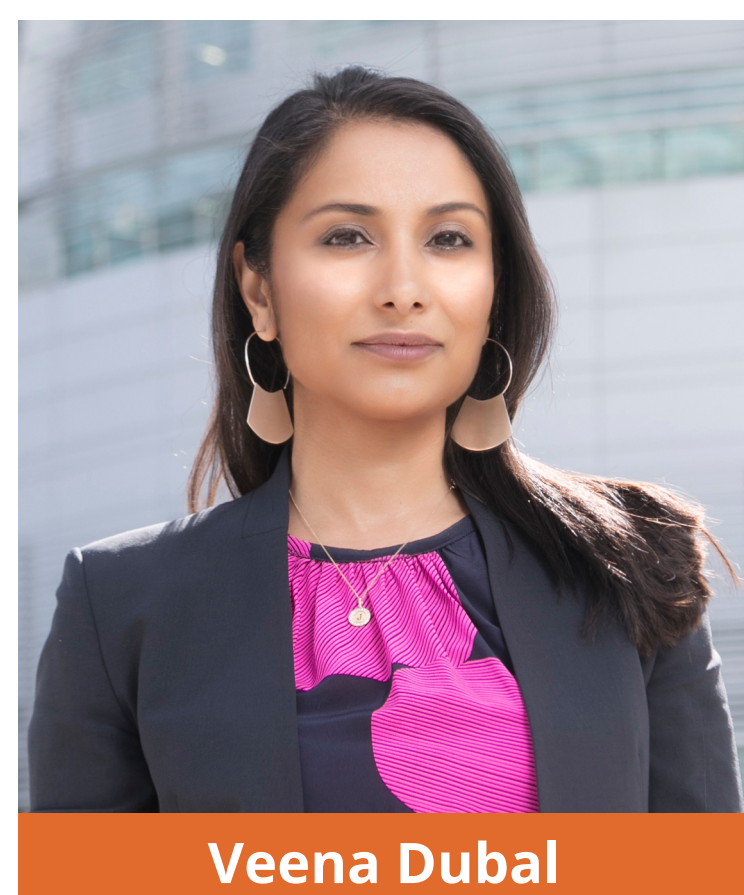
► To learn more about UC Hastings’ dynamic intellectual community, see **FutureNow.UCHastings.edu**. ◀



UC Hastings Law: Cutting-Edge Scholarship, Real-World Impact



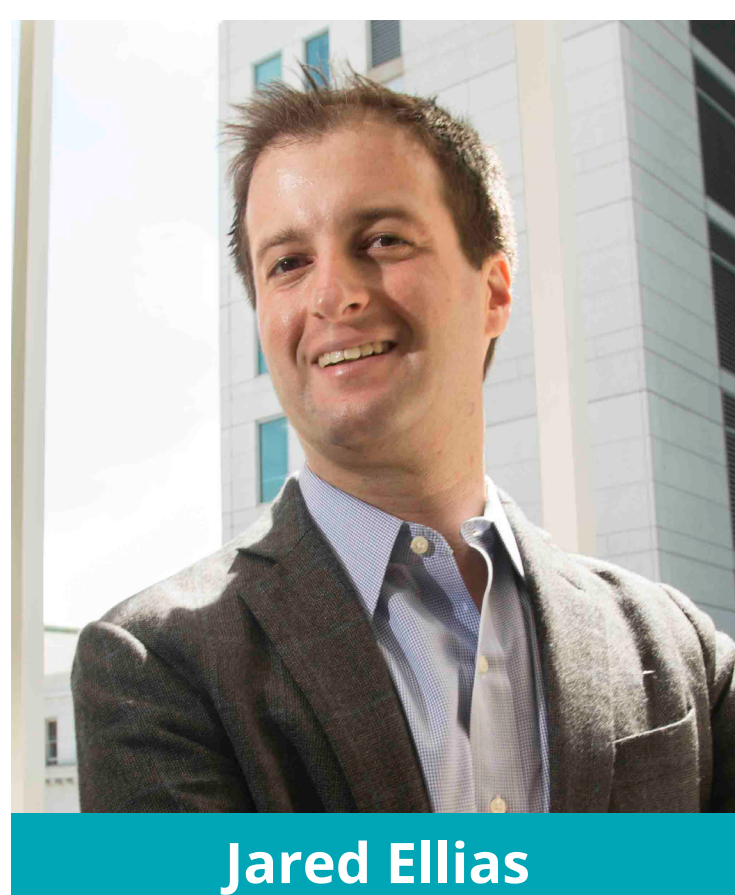
UC Hastings Law faculty are leading voices on a range of pressing societal issues. A sampling of recent scholarship and engagement:



Veena Dubal



Hadar Aviram



Jared Ellias



Zach Price

Veena Dubal published *Rule Making as Structural Violence* (forthcoming, *Journal of Law & Political Economy*), her latest article exposing abusive labor conditions in the gig economy. She consults frequently with government officials on the regulation of gig work, culminating this year in California’s passage of AB5, imposing landmark legal protections for gig workers.

Hadar Aviram published *Yesterday’s Monsters: The Manson Family Cases and the Illusion of Parole* (UC Press, 2020) and *What Were ‘They’ Thinking, and Does It Matter? Structural Inequality and Individual Intent in Criminal Justice Reform* (Law & Social Inquiry). She represented the ACLU and criminal justice scholars in a landmark case that ordered California to reduce the prison population to protect inmates from COVID-19.

Jared Ellias co-authored *Bankruptcy Hardball* (*California Law Review*) and forthcoming publications on *Estimating the Need for Additional Bankruptcy Judges in Light of the COVID-19 Pandemic* and *Delaware Corporate Law and the ‘End of History’ in Creditor Protection*. He testified before the California legislature regarding the PG&E bankruptcy and urged Congress to appoint more bankruptcy judges to handle pandemic-related filings.

Zach Price’s article, *Congress’s Power over Military Offices* (forthcoming, *Texas Law Review*) presents a novel account of Congress’s power to structure the offices, chains of command, and disciplinary mechanisms through which the President’s authority over the military is exercised. It is an indispensable road map for thinking about how Congress might check overweening exercises of executive power.



Chimène Keitner



Dorit Reiss



Dave Owen



Alina Ball

Chimène Keitner extended her work on foreign sovereign immunity with *Between Law and Diplomacy: The Conundrum of Common Law Immunity*, and testified before the Senate Judiciary Committee on proposals to sue China for COVID-19 at a hearing on “The Foreign Sovereign Immunities Act, Coronavirus, and Addressing China’s Culpability.”

Dorit Reiss published articles in prominent legal and medical journals on *Informed Consent to Vaccination: Theoretical, Legal, and Empirical Insights* (*American Journal of Law & Medicine*), *When Are Vaccine Mandates Appropriate?* (*AMA Journal of Ethics*), and *The Law and Vaccine Resistance* (*Science*). She lent her expertise in public health to pressing public debates about COVID-19 vaccine approval processes and vaccine mandates.

Dave Owen considers the impacts of land use on groundwater recharge and explores the untitled legal terrain surrounding these issues in *Law, Land Use, and Groundwater Recharge* (forthcoming, *Stanford Law Review*). He consults with the California State Water Resources Control Board to improve drought response.

Alina Ball published *Social Enterprise Lawyering* (UMKC L. Rev.) and directs the Social Enterprise & Economic Empowerment Clinic, which uses transactional law to advance issues of economic and social justice. This year, the clinic supported the organization of disadvantaged communities in Salinas, California, to secure access to safe drinking water.



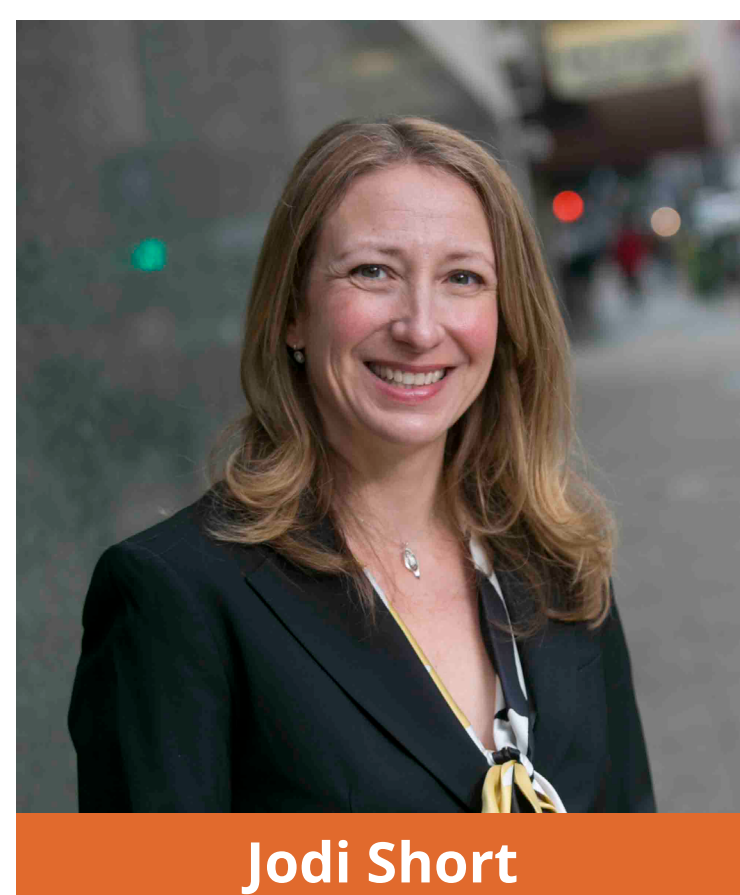
John Crawford



Robin Feldman



Manoj Viswanathan



Jodi Short

John Crawford co-authored *FedAccounts: Digital Dollars* (forthcoming, *George Washington University Law Review*), proposing a public option for bank accounts that would have a wide range of benefits, from financial inclusion to tighter monetary control to greater financial stability. The proposal has been endorsed by the *New York Times* and incorporated into proposed legislation in Congress.

Robin Feldman published four new articles (in *Yale Journal of Law and Technology*, *Columbia Science and Technology Law Review*, *Maryland Law Review*, and *Santa Clara Law Review*) on how intellectual property rules affect pharmaceutical pricing and availability. She launched the *Evergreen Drug Patent Database*, a publicly available database that tracks patent protections filed by pharmaceutical companies and reveals the strategies used by pharma to prolong patents and delay the entry of competition to maintain high drug prices.

Manoj Viswanathan published *Lower-Income Tax Planning* (*Illinois Law Review*) and co-founded the UC Hastings Low-Income Taxpayer Clinic, which offers full-scope legal representation to low-income taxpayers and has provided invaluable resources for community members grappling with IRS issues brought on by the pandemic.

Jodi Short published *The Politics of Regulatory Enforcement and Compliance: Theorizing and Operationalizing Political Influences* (*Regulation & Governance*) and *Improving Working Conditions in Global Supply Chains: The Role of Institutional Environments and Monitoring Program Design* (*Industrial & Labor Relations Review*). She is working with the U.S. Environmental Protection Agency on an experimental program to test the relative efficacy of different compliance messaging strategies.

► To learn more about UC Hastings’ dynamic intellectual community, see **FutureNow.UCHastings.edu**. ◄

UC Hastings Law
SAN FRANCISCO

UC Hastings Law: Centers of Excellence



UC Hastings’ research and program centers serve as integrating hubs, linking faculty members who function as high-performing analysts and advocates.

Our most renowned centers include the Center for Innovation (C4i), directed by Robin Feldman; the Center for Gender & Refugee Studies, directed by Karen Musalo; and the UCSF-UC Hastings Consortium on Law, Science, and Health Policy, directed by Sarah Hooper.

Our newest additions are LexLab (law and technology), led by Alice Armitage and Drew Amerson; the Center for Business Law, directed by Jared Ellias; the Center on Tax Law, co-directed by Heather Field and Manoj Viswanathan; and the Center for Racial and Economic Justice, co-directed by Alina Ball and Shauna Marshall.

	PURPOSE	RECENT ACHIEVEMENT
Center for Business Law	To bring together top scholars, business leaders, practitioners, regulators, and students to engage in the study, teaching, and practice of business law.	Faculty Director Jared Ellias tapped to lead committee of top scholars advising Congress on preparing for a pandemic-related spike in large corporate bankruptcies.
Center for Gender and Refugee Studies	To defend, as a national leader in refugee law, the rights of asylum seekers through research, advocacy, strategic litigation, and education.	Won a major victory in the D.C. Circuit Court in <i>Grace v. Barr</i> , removing barriers to protection for asylum seekers.
Center for Innovation	To promote data-driven law-making, problem solving, and policy-making at the intersection of law, health care, and technology.	Launched Evergreen Drug Patent Database, which tracks patent protections filed by pharmaceutical companies and reveals strategies for maintaining high drug prices.
Center for Negotiation and Dispute Resolution	To deliver superior experiential education and cutting-edge scholarship in dispute resolution to law students, attorneys, judges, practitioners, and international organizations.	Introduced Leadership Lab Certificate program focused on “soft” skills such as de-escalating volatile situations, breaking down biases, and managing power imbalances.
Center for Racial and Economic Justice	To work to reframe the discourse in legal education and to center the treatment of people of color under the law.	Recruited four inaugural visiting and affiliated scholars focused on critical perspectives of race, identity, and inequity and launched a visiting assistant professor program.
Center on Tax Law	To connect students, faculty, alumni, and friends who study, discuss, practice, and seek to improve tax law.	Established Low-Income Taxpayer Clinic to provide free legal assistance to taxpayers with IRS issues plus education and outreach to underserved communities.
Center for WorkLife Law	To conduct research and advocacy to advance gender and racial equality in the workplace and in higher education.	Advocated for working women disproportionately affected by the pandemic; developed COVID-19 resources including a helpline and information on laws protecting parents from discrimination.
Institute for Criminal Justice	To promote fair, effective, ethical administration of criminal justice through rigorous scholarship, high-quality pedagogy, legal representation, and community outreach.	Hosted a symposium about progressive prosecution with the <i>Hastings Journal of Crime and Punishment</i> and the <i>Hastings Race and Poverty Law Journal</i> .
LexLab	To serve as an accelerator for legal tech startups where students and alumni collaborate with entrepreneurs and students pursue a concentration in law and technology.	Created a development program for new legal tech startups; placed 10 students in internships through its network of legal tech startups.
UCSF/UC Hastings Consortium on Law, Science & Health Policy	To support interdisciplinary collaboration on subjects at the intersections of law, science, and health policy, with special focus on education, research, and clinical training and service.	Faculty and students provided free advocacy to address health-related legal needs of low-income older patients at high risk of hospitalization during the pandemic.

► To learn more about UC Hastings’ dynamic intellectual community, see **FutureNow.UCHastings.edu**. ◀



UC Hastings Law: A Vibrant Venue of Intellectual Life



“UC Hastings is alive with ideas and people eager to debate them. Even during the pandemic, our calendar is brimming with events on fascinating topics, our students and faculty are initiating collaborations, and we are engaging the world at full steam.”

Chancellor and Dean David Faigman



Sample Conferences, Symposia & Signature Events

Progressive Prosecution and the Carceral State

Scholars and prosecutors from around the country gathered to discuss pioneering efforts to reform prosecutorial practices and the relationship between progressive prosecution and broader criminal justice reform, and to interrogate both the prospects and limits of these initiatives.

UC Hastings/UCLA Anderson Forecast

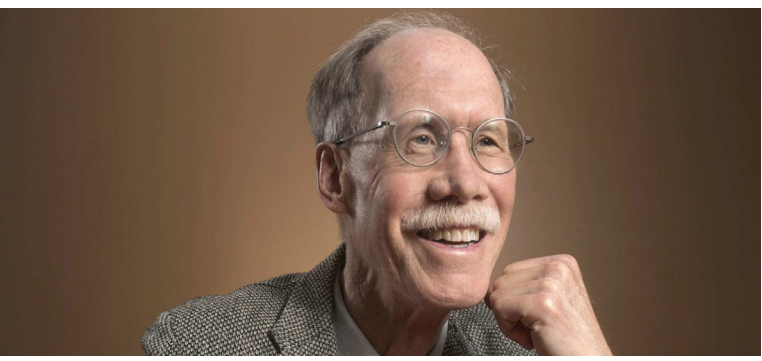
Economists from the Anderson Forecast joined UC Hastings scholars and corporate and bankruptcy law practitioners at the third annual San Francisco Economic Outlook.

Pandemic Perspectives Panel: Legal & Policy Impacts of COVID-19

Professors Hadar Aviram, John Crawford, Robin Feldman and Dorit Reiss presented new research exploring the unique problems raised by the pandemic.

From Prop 209 to Prop 16: Historical, Legal and Activist Perspectives on Affirmative Action

The Hastings Center for Racial and Economic Justice hosted a forum for leading scholars and activists to promote public understanding of affirmative action policies as legal remedies to recognize and dismantle racial harm.



Horace O. Coil Chairholder Lecture

Prof. Richard Marcus delivered “Brave New World(s) for Litigators,” an historical perspective on how technology has influenced and continues to influence litigation—from email, to e-discovery, to AI, to the virtual world we face in the pandemic.

Hacking Homelessness

UC Hastings’ LexLab, the college’s legal tech incubator and innovation hub, hosted its second hackathon, Hacking Homelessness, drawing together students, housing advocates and others to find legal solutions to aid the underhoused.

Visiting Scholars and New Voices

T. Anansi Wilson joined the Center for Racial and Economic Justice as Adjunct Professor and Affiliated Scholar, and presented their recent scholarship on *Furtive Blackness: On Blackness and Being and The Strict Scrutiny of Black and BlaQueer Life*.

CREJ also welcomed Visiting Assistant Professor Evelyn Rangel, whose research addresses intersectional issues in the immigration context, and Affiliate Scholars Angelo Sandoval, Brandon Greene, and Juan Carlos Ibarra.

Podcasts and Webinar Series

The Law and the Pandemic podcast series, at nearly 20 episodes, shares faculty insights relating to some of the most pressing legal issues arising from the COVID-19 health and economic crisis.

The Center for Business Law Webinar Series features top scholars and key regulators from around the country to discuss current issues in the economy, including compliance, enforcement, bankruptcy law, venture capital, and other topics.

Workshops and Speaker Series

The UC Hastings Workshop in Law, Business & Economics, hosted by Professor Jared Ellias and the Center for Business Law, featured talks by Mark Roe, Roberta Romano, Katharina Pistor, Barak Richman, Julian Nyarko, Alison Morantz, Robert Rasmussen, Ann Lipton, Menesh Patel, Frederick Tung, and Simin Gao.



The Democracy, Technology, and Security Speaker Series, led by Prof. Chimène Keitner and co-sponsored by the World Affairs Council, provided a forum for discussion and debate of the many ways digital technology and national security issues intersect. Top national security, cybersecurity, and privacy experts from around the country convened to discuss foreign interference in elections, cross-border regulation of social media, and privacy rights.

The UC Hastings Center on Tax Law, co-directed by Professors Heather Field and Manoj Viswanathan, hosted its 2020 Tax Speaker Series featuring leading academics who presented research on current tax issues. The Center also cohosts another tax speaker series with the University of San Diego and UC Davis Law.

The UC Hastings Faculty Colloquium invites scholars from across the country and around the world to discuss developing legal concepts and new works in progress.

► To learn more about UC Hastings’ dynamic intellectual community, see **FutureNow.UCHastings.edu**. ◀



This fall's US News & World Report campaign included issuing e-communiques to leading law school academics and discipline-specific scholars nationwide: one about UC Hastings scholarship, overall, and 10 on specialty topics. Here are the links:

[Scholarship at UC Hastings Law](#)

[Administrative Law Scholarship](#)

[Business Law Scholarship](#)

[Civil Procedure Law Scholarship](#)

[Clinical Law Scholarship](#)

[Criminal Law Scholarship](#)

[Environmental Law](#)

[Healthcare Law Scholarship](#)

[Intellectual Property Law Scholarship](#)

[International and Comparative Law](#)

[Tax Law Scholarship](#)

WEBSITE AUDIT

Lindsay Germain
UC Hastings Law

X



Strategic Alignment & Audit Foundation

WEB OBJECTIVES

The website strategy can be implemented and measured by these web-specific objectives.

WEB STRATEGY

Auditor recommends the following strategy to deliver on the organization's goals.

GOALS

Auditor reviewed the Strategic Plan, highlighting website-specific goals and larger goals with web implications.

STRATEGIC PLAN

The University developed a directional strategic plan. These vision, mission, goals and objectives are foundational.

Target Users

Key Aims

Opportunities

[Google Analytics Audiences](#)



Prospective Students

Discover UC Hastings — Held
Explore Offerings — A-
Find Out About SF & Campus Life — B
Apply — B+

When applications closed, add CTA: “Notify Me”
Improve Journals & Faculty Pages
Integrate Public-Facing Plan content
Feature “Get Info” Opt-In (In the News monthly highlights email w/ new template)
Consider featuring Black Hastings Speaks podcast
Search Console (finds discoverability gaps)



Students

Find Resources — A-
Get Relevant Updates — C
Publish Scholarship — tbd

Highlight opt-in and clarify language for student relevancy
Improve Journals & Faculty Pages



Alumni

Network & Community — A
Seek Jobs — A
Explore & Attend Events — C-

Highlight opt-in and promote custom message on Alumni page for relevancy



Donors

Easily Give Online — B-
Network & Community — A
See Updates (Donor Impact) — C
Understand Giving Options — A

Highlight opt-in sitewide with prospect/donor messaging on Gift and Alumni pages
Donation Page & Processing Form Page updates



Prospective Employees

Assess School Quality & Distinction — C
See Diversity & Inclusion Effort — B
Find Out About SF & Campus Life — A
See Evidence of Employee Satisfaction — A
Apply — A

Improve Careers page to redirect them
Feature Opt-In (digital Magazine & In the News)
Improve Journals & Faculty Pages
Feature select [Centers](#) on Work @ Hastings page
Publish a diversity report & goals
Consider featuring Black Hastings Speaks podcast
Integrate Public-Facing Plan content

Target Users

Journey

Opportunities

Google Analytics Audiences



Prospective Students

Home Page — B
[Admissions Page](#) — A-
Explore How to Apply/Academics Pages — B
GOAL: Apply — Held (not open)

Google Search Console (finds discoverability gaps)
Consider featuring Black Hastings Speaks podcast
Feature Opt-In
When applications closed, add CTA: Notify Me
Improve Journals & Faculty Pages
Integrate Public-Facing Plan content



Students

Home Page — A-
[Resources for Students Page](#) — A
[Academic Calendar Page](#) — C
[Library Page](#) — C-

Feature Opt-In and clarify language for student relevancy
Improve Journals & Faculty Pages
Provide interim link to online Library access
Enable PDF download for each semester calendar



Alumni

Home — A
[Alumni Page](#) — A-
Career Search/[Reunion](#)/
Alumni Association/
Our Story — A
Give Page — B
GOAL: Donate — B-

Email: [2019 Reunion](#) — C
[Alumni Page](#) — A-
Events & Dinners — A
Careers/Give — A / B
GOAL: Donate — B-

[Our ‘18 Donors](#) — A
Home/Alumni (or explore 1
other pg) — A-
Give — B
GOAL: Donate — B-

Confirm and add Alumni redirects (see new [fix list](#))
Feature Opt-In and promote custom message on Alumni
page for relevancy
Add how to sign up CTA above-fold and below letter on
[Alumni Association page](#)
Highlight CTAs (Give, Get Updates) on How to Give &
Alumni pages



Donors

Home Page — A
Give Page — B+
GOAL: Donate — B-

Feature Opt-In sitewide with prospect/donor messaging on
Gift and Alumni pages
Donation Page & Processing Form Page updates
Integrate Public-Facing Plan content
Improve presentation of academic distinction



Prospective Employees

Google — Signals frustration & confusion
Home Page — C-
Careers — D (confusion, this is career support)
[Work @ Hastings](#) — C-
GOAL: Apply — A

Improve link placement & name for discovery
Integrate Public-Facing Plan content
Consider featuring Black Hastings Speaks podcast
Feature Opt-In
Improve Journals & Faculty Pages
Publish a diversity report & goals

Enhancement Opportunities

Expanded from [Website Fix List](#)

Sitewide:

- Sticky top nav with selected state (to indicate where you are)
- Fix the two different blues
- Shorten hero images
- Consistently add breadcrumb nav
- Set image width
- CSS update: Enable right & left alignment

Redesign Journals & Faculty Pages for improved perceived trust & academic distinction:

- Journals page
- Journals template (Library site)
- Faculty page
- Faculty profile template (add new references)

Integrate Public Plan messaging, differentiation pillars & community quotes:

- Website main pages

Consolidate contacts into single Get Updates email with constituency field:

Feature Opt-In (In the News for the entire Hastings Community & Prospective Donors & Students) prominently across the site

Prospective Student Pages:

- When applications closed, add CTA: Notify Me

Students:

- Library: Provide interim link to online Library access
- Enable PDF download for each semester calendar

Alumni & Gift Pages:

- Add Google Analytics to Luminate Donation Page & Processing Form Page
- Find ways to increase donation convenience with Luminate launch
- Highlight CTAs with visual design (Give, Get Updates) on How to Give & Alumni pages
- Confirm & add Alumni redirects (see new [fix list](#))
- Add how to sign up CTA above-fold & below letter on [Alumni Association page](#)

Prospective Employees:

- Name link clearly (The use of ‘Careers’ for student career services confuses applicants, who then try to Google their way to the Careers page)
- Consider making [Breezy](#) Experience section optional (this takes a long time to complete, stops many)
- Feature select [Centers](#) on Work @ Hastings page

Modules:

- A slider for content blocks with lots of items, like faculty publications
- A feature for things like In the News
- A callout slider for quotes/outcomes

Improve Tracking:

- Donations, applications (students, employees)
- Implement a customer experience tool like FullStory, HotJar or CrazyEgg to view what your users do on each page or each website visit

Discoverability:

- Highest impact opportunity is creating optimized YouTube playlists: Faculty are the most Googled keywords besides UC Hastings, which means improving their visibility in YouTube is strategic to increase reach. Playlists of faculty giving an overview of their research findings, book reviews, TED talks ([1](#), [2](#)) & a summary of their courses would greatly improve discovery.
- Add missing sitemap to website & upload to Webmaster Tools <https://www.uchastings.edu/sitemap.xml>
- Add meta descriptions to these [10 pages](#)
- Enable Google Search Console to find discoverability gaps

**A RESOLUTION OF THE BOARD OF DIRECTORS OF
THE UNIVERSITY OF CALIFORNIA HASTINGS COLLEGE OF THE LAW
CONFERRING THE STATUS OF *DIRECTOR EMERITUS* UPON DIRECTOR
THOMAS GEDE**

DECEMBER 4, 2020

WHEREAS, this Resolution is adopted in special recognition of the distinguished service of Thomas F. Gede to the University of California Hastings College of the Law (UC Hastings); and,

WHEREAS, Thomas F. Gede is an alumnus of UC Hastings, earning his Juris Doctor from UC Hastings in 1981; and,

WHEREAS, Thomas F. Gede was appointed to the UC Hastings Board of Directors by California State Governor Arnold Schwarzenegger in 2008 for a twelve-year term; and,

WHEREAS, Thomas F. Gede served as a Director from 2008 to 2020, and,

WHEREAS, Thomas F. Gede during his term made outstanding contributions that have supported the aims and functions of UC Hastings, including serving as Chair of the Board from 2015 to 2018, as Vice-Chair of the Board from 2014-2015, and as Chair of the Finance Committee for multiple terms;

NOW, THEREFORE, BE IT RESOLVED, that in honor of his long service and contributions to UC Hastings, the UC Hastings Board of Directors hereby conveys its deepest respect and appreciation to Director Thomas F. Gede and, with best wishes, hereby confers upon him the title of DIRECTOR EMERITUS.

<Signature>
Carl W. Robertson, Chair
Board of Directors

Attest: <Signature>
John K. DiPaolo, Secretary

ACTION ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** State Contracts and Grants in Excess of \$50,000
3. **RECOMMENDATIONS:**

That the Board of Directors authorize award of the 2020-21 contracts in excess of \$50,000 as described in this report.

Item: 6.2.1

Title: Elevator Maintenance & Repair Services

Vendor Name: Kone, Inc.

Cost: \$124,008 Annually

Term of Contract: January 2021 to September 2024, with five optional one-year extensions for a final termination date of September 2029.

Description:

Authority is requested to approve a contract with Kone, Inc for campus wide elevator maintenance & repair services.

Item: 6.2.2

Title: Hosted Information Technology Services

Vendor Name: SHI International

Cost: \$65,000

Term of Contract: September 18, 2020 to September 17, 2021

Description:

Authority is requested to approve a contract with SHI International for Information Technology hosted services.

Item: 6.2.3

Title: Software Renewal - Enterprise Edition
Vendor Name: Salesforce
Cost: \$52,800
Term of Contract: December 11, 2020 to December 9, 2021

Description:

Authority is requested to approve a contract with Salesforce, for Salesforce Renewal, Legacy Sales & Service Cloud - Enterprise Edition (Sales) software licenses.

Item: 6.2.4

Title: West Library Maintenance Agreement
Vendor Name: West Group
Cost: \$80,700
Term of Contract: February 1, 2021 to April 30, 2021

Description:

Authority is requested to extend a West Library Maintenance Agreement with West Group, for Practice Ready Premier et el software licenses.

Item: 6.2.5

Title: Cloud Based Intranet Services
Vendor Name: Simplr
Cost: \$63,000
Term of Contract: October 25, 2020 to October 24, 2021

Description:

Authority is requested to approve a contract with Simplr for Cloud Based Social Intranet Services for 1750 renewing users.

Item: 6.2.6

Title: Disabled Student Support
Vendor Name: Total Recall Captioning
Cost: \$91,000

Term of Contract: Until Completion

Description:

Authority is requested to enter into a contract with Total Recall Captioning to provided service support for a hearing disabled student supported by the Disability Resource Program.

Item: 6.2.7

Title: Installation of Security Card Readers for Main Entrances, System Support and Monitoring

Vendor Name: Commercial Controls Corporation

Cost: \$119,972

Term of Contract: One year from installation

Description:

Authority is requested to enter into an agreement with the College's existing security technology system vendor, Commercial Controls, to align the College's security infrastructure at 200 McAllister and 100 McAllister with the new, state-of-the-art security system database at Cotchett Law Center at 333 Golden Gate. The existing security system network at 200 McAllister and 100 McAllister is outdated and does not permit revisions or modifications to existing equipment requiring either repairs to the existing outdated system or reconfiguration to the new state-of-the-art system at Cotchett Law Center at 333 Golden Gate, which is beneficial from a safety and security perspective. As such, the College is opting to reconfigure the old system to align with the new, thereby eliminating the old system and consolidating into one state-of-the art system located at 333 Golden Gate but covering the entirety of the campus, including 198 McAllister when it comes online.

4. PROPOSED RESOLUTION:

That the Board of Directors authorize award of the 2020-21 state contracts in excess of \$50,000 listed below:

6.1.1	Elevator Maintenance and Repair Services - KONE	\$124,008
6.1.2	IT Hosted Systems – SHI International Corporation	\$65,000
6.1.3	Software Enterprise Edition – Salesforce	\$52,800
6.1.4	West Library Maintenance Agreement - West Group	\$80,700
6.1.5	Cloud Based Intranet Services – Simpplr	\$63,000
6.1.6	Professional Services - Total Recall Captioning	\$91,000
6.1.7	Unify Campus Security Access System- Commercial Controls	\$119,972

ACTION ITEM

- 1. REPORT BY:** Chief Financial Officer David Seward
- 2. SUBJECT:** Non-state Contracts and Grants in Excess of \$50,000
- 3. RECOMMENDATIONS:**

That the Board of Directors authorize award of the 2020-21 non-state contracts and authorize the receipt of grants in excess of \$50,000 as described in this report.

Item: 6.3.1

Title: Construction Services –333 Golden Gate
Vendor Name: Clark Construction
Cost: \$88,800
Term of Contract: One time

Description:

Authority is requested to enter into an agreement with Clark Construction, the general contractor that constructed the Cotchett Law Center at 333 Golden Gate Avenue. The contractual relationship for the work at 333 Golden Gate was between Clark Construction and the Department of General Services as agent of the State Public Works Board; UC Hastings was not a signatory to the agreement. Clark Construction performed work at the direction of UC Hastings beyond the state-funded scope of work encompassed under the DGS agreement such as engraving of donor pavers, reprogramming elevator controls, as well as fitting out an audiovisual room. Similarly, Clark Construction agreed to reimburse UC Hastings for utility charges and upcharges from delays caused by Clark that resulted in additional UC Hastings expense for furniture installation. The initial amount of the DGS-Clark contract was \$50.5 million. Work between UC Hastings and Clark: UC Hastings owes Clark \$121,351 and Clark owes UC Hastings \$32,552, resulting in net owed to Clark Construction of \$88,800.

Item: 6.3.2

Title: Fairwork USA – Grant to Veena Dubal

Vendor Name: Ford Foundation

Revenue: \$200,000.00

Term of Contract: One Year

Description:

Authority is requested to accept grant from Fairwork USA, Ford Foundation to study and research commodified labor of platform workers and begin a long-term strategy to form a Fairwork Foundation in the US, in partnership with Oxford University.

Project draws attention to the commodified labor of platform workers and begins a long-term strategy to form a Fairwork Foundation in the US, in partnership with Oxford University.

Item: 6.3.3

Title: Additional Carpeting

Vendor Name: Flooring Solutions

Cost: \$51,000

Term of Contract: One Time

Description:

Additional carpet tile replacement for 2nd floor Kane Hall and related work in McAllister Tower to prepare offices for relocated departments.

Item: 6.3.4

Title: Language Based Learning Disability: Prison Pilot Study

Vendor Name: UCSF

Revenue: \$50,000

Term of Contract: Two Years

Description:

This screening will estimate the prevalence of language-based disabilities in the FCI Dublin Federal prison population. Thanks to a collaboration between UC Hastings College of Law (Consortium on Law, Science, and Health Policy) and the UCSF Dyslexia Center, the research protocol aims to screen 150 FCI Dublin inmates in order to identify the percentage of individuals in the sample who display language based disability traits.

Item: 6.3.5
Title: Additional office treatment & campus signage
Vendor Name: Thomas Swan Signs, LLC
Cost: \$50,000
Term of Contract: One time

Description:

Authority is requested to enter into an agreement with Thomas Swan, an existing vendor for the College that provides signage. This package of signage will provide for updates to wayfinding and directories that are necessitated by the various campus moves within 200 McAllister and 333 Golden Gate. Additionally, the package includes provision of screening on windows to block visibility into private faculty offices as well as screening of views from Golden Gate & Hyde into student-facing departmental offices. Preliminary pricing has the cost at \$40,170, but authority to expend in excess of \$50,000 is requested as additional scope is expected.

4. PROPOSED RESOLUTION:

That the Board of Directors authorize award of the 2020-21 non-state contracts and authorize the receipt of grants in excess of \$50,000 listed below:

*6.3.1 Construction Services – Clark Construction – 333 Golden Gate	\$88,800
*6.3.2 Fairwork USA - Ford Foundation Grant	\$200,000
*6.3.3 Carpeting - Flooring Solutions	\$51,000
*6.3.4 Grant - Language Based Learning Disability: Prison Pilot – UCSF	\$50,000
*6.3.5 Additional office & campus signage – Thomas Swan	\$50,000

ACTION ITEM

1. **REPORT BY:** Academic Dean Morris Ratner, Human Resources Director
Andrew Scott and Chief Financial Officer David Seward
2. **SUBJECT:** Staff Compensation Policy – Approval
3. **RECOMMENDATIONS:**

That the Board of Directors approval of the Staff Compensation policy for nonrepresented employees described in this report.

4. BACKGROUND:

Attached please find an updated Staff Compensation Policy. This policy has been utilized on an interim basis since its initial presentation to the Board of Directors in December 2002.

The updated policy accomplishes the following goals for unrepresented staff:

- Codification of regular procedures for review and adjustment of staff compensation at multiple and defined points during the fiscal year;
- Codification of a range of new tools for adjusting staff compensation that are in line with current UCOP practices, including “In-Level Adjustments,” “Stipends,” and “Equity Adjustments,” terms that are defined in the attached policy; and
- Acknowledgement of the special status of research centers which have grant- and other soft-money funded employees.

The driver of this policy is the need to expand the toolkit available for the College to flexibly address staff compensation needs, taking pressure off reclassification as a vehicle for adjusting compensation and permitting relatively more nuanced adjustments based on merit or changes in scope or intensity of work short of a full reclassification.

5. PROPOSED RESOLUTION:

Resolved, that the Board of Directors approval of the Staff Compensation policy for nonrepresented employees.

I. Introduction

Employees at UC Hastings are categorized by the following designations:

- Officers: The Chancellor and Dean, Academic Dean, General Counsel and Secretary to the Board and the Chief Financial Officer stipulated in the Bylaws of the College;
- Faculty: Including Distinguished, Regular, In-House Clinic, Long-Term Contract Faculty, Lecturers, and other categories defined in the Faculty Rules and Procedures;
- Represented staff: Positions covered under a collective bargaining agreement; and
- Non-represented staff: Managerial, supervisory and confidential career and contract staff.

This policy pertains to non-represented staff. UC Hastings uses a number of mechanisms to adjust non-represented staff compensation, including equity adjustments, general salary adjustments, merit achievement awards, merit increases, and stipends. Reclassifications may also include associated salary adjustments, as appropriate.

This policy establishes eligibility, parameters, and procedures for career and contract staff compensation changes and clarifies the authority of Directors of Research Centers to manage salary adjustments for positions supported by non-state funds. Faculty, represented staff, temporary employees, student employees, and Officers of the Board are excluded from this policy.

II. Terms and Definitions

Division Heads – The Division Heads consist of the Chancellor and Dean, the Academic Dean, and the Chief Financial Officer. Each department reports to one of these Division Heads.

Equity Adjustment -- A salary adjustment granted to address changing market conditions or to promote internal equity within a Unit, Department or Division.

General Salary Adjustment ("GSA") -- A salary adjustment provided across-the-board to all eligible employees.

In-Level Adjustments – A salary adjustment associated with a significant change in duties and responsibilities, not just in terms of tasks but in terms of the fundamental nature of the role, without an upward or downward change in classification.

Merit Achievement Award – A one-time, non-recurring, lump sum payment to reward sustained, exceptional performance and/or significant contributions over an extended period of time that represents a major portion of the employee's area of responsibilities.

Merit Increase -- An addition to base compensation where the increase is based on individual work performance, supported by written performance evaluation. A merit increase is granted as a percentage of salary.

Reclassification – Moving from one classification to another classification due to a change in the nature and type of work being performed. A reclassification may but need not result in a salary adjustment.

Stipend -- An amount in addition to the base pay, paid on a regular basis, for temporary performance of higher-level duties or for other significant duties not part of the employee's regular position.

Research Center – The term "Research Center" as used in this document refers to that subset of programs that have been approved by the Board of Directors pursuant to Section VII of the Faculty Rules and Procedures and frequently fund employees in whole or in part on non-state funding. As of the date of the adoption of this Policy, the term "Research Center" includes Gender & Refugee Studies, Worklife Law, the Center for Innovation (C4i), and the UCSF/UC Hastings Consortium on Law, Science & Health Policy.

III. Policy

General

1. The Chancellor and Dean authorizes all compensation adjustments (except for those Officers of the College as described in Standing Order 100.3.b whose compensation is approved by the Board of Directors). The Board approves compensation pools for merit and general salary increases subject to the availability of funding and as provided in the annual budget.
2. Prior to submittal of a request to the Chancellor and Dean, Human Resources (HR) will consult with the appropriate budget managers to ensure adequate funding is available and will ensure the request complies with this policy.
3. All compensation and other changes to terms and conditions of employment will be documented and a copy of the documentation will be placed in the employee's personnel file.
4. An individual may not receive a salary increase that causes their base compensation to exceed the maximum of the salary range for their classification.

Equity Adjustments

Equity adjustments are used to rectify severe salary equity problems that cannot be corrected through the reclassification cycle or other mechanisms. Equity adjustments shall not be used in lieu of merit increases. Equity adjustments are initiated by the department after considering internal relationships, budget constraints, and other relevant factors.

Examples of Equity Adjustment justifications:

1. An employee's salary significantly lags the outside market rate for comparable work. The information documenting the need for an equity adjustment is to be coordinated with Human Resources and include supporting salary survey data or empirical data demonstrating the severe difficulties in recruitment and retention.
2. An employee's salary is significantly below similarly situated employees in the same area and title code with comparable performance, experience, skills, knowledge, assignments, and relationship to the market for similar positions/work. Management shall demonstrate that the problem cannot or should not be corrected over time through the normal reclassification or merit review process.

3. To correct a serious salary inequity within a department, such as a working supervisor earning less base salary than a direct subordinate engaged in the same type of work. A serious salary inequity would not be deemed to exist if such a salary differential developed because of a stipend, temporary reclassification, or special salary program situation. Nor would it apply where the supervisor provided primarily administrative direction and was not expected to possess the same or a higher level of technical knowledge than the subordinate.

General Salary Adjustments

1. The availability of general salary adjustments is not guaranteed from year to year and is instead based upon whether a general salary adjustment allocation has been adopted in the annual budget.
2. General Salary Adjustments shall be applied consistently across employment groups and appointment types as designated by the Board, with the exception of Research Centers per subpart 4, below, and are not intended to be merit-based.
3. GSAs shall also be applied to salary range parameters within the Title and Pay Plan.
4. Research Centers may elect to provide a smaller GSA or may opt out of a GSA due to funding constraints.

In-Level Adjustments

An In-Level Adjustment is made to recognize meaningful change in duties and responsibilities of a position that are significant but do not warrant an upward or downward change in job classification. An In-Level Adjustment may be appropriate when:

1. There is a significant change in the level of responsibilities that necessitates a significant update to the existing job description, not just at the level of specific tasks to be performed, but in terms of the fundamental nature of the role; or
2. An employee acquires increased skills and competencies in their current job which add substantial value to the College over-and-above the normal professional development the College expects of all of its employees.

To be considered for an In-Level Adjustment, the employee must have completed the probationary period in their current position. An In-Level Adjustment generally ranges from 1 percent to 10 percent of base compensation, with due consideration to the level and complexity of new job responsibilities, skills and/or knowledge in the employee's current job classification, and current placement within the range.

An In-Level Adjustment cannot result in a salary that exceeds the maximum of the range.

If an In-Level Adjustment has been previously given to the employee for the same position, please consult with HR before requesting another In-Level Adjustment.

Merit Achievement Awards

Merit Achievement Awards are designed to recognize sustained, exceptional performance and/or significant contributions over an extended period of time that represents a major portion of the employee's area of responsibilities, including performance or project goals above and beyond normal performance expectations.

Staff participate in activities throughout the year that further the mission of the College. In cases where the activity rises to the level of a major achievement (e.g., an instrumental role in successful implementation of a major project) or a period of time involving an extraordinarily and unusually burdensome workload, or in cases in which a staff member engages in a sustained effort to take responsibility for an unusually high level of professional development in an area that adds value to the staff member's work, a Merit Achievement Award may be utilized as a mechanism for rewarding such service.

Merit Achievement Awards are one-time, non-recurring, lump-sum payments and should not take the place of a reclassification review. While the amount of an award will vary annually based on the availability of funds, the typical range for Merit Achievement Awards would be between 2-10%, and no single award may exceed the lesser of 15% of the employee's annual base salary or \$15,000. Additionally, cumulative awards in a given fiscal year may not exceed these caps. Merit Achievement Awards are not included in benefit and retirement calculations.

Eligible employees include those who:

- Are non-represented career or contract employees who have successfully completed their probationary period (if applicable);
- Received a "meets expectations" or better overall rating on their most recent annual performance evaluation;
- Did not receive more than one Merit Achievement Award in the last 12 months, regardless of the activity that justified the previously awarded Merit Achievement Award; and
- Since the last Merit Achievement Award, if any, made exceptional, significant, and sustained contributions over a period of time.

Research Centers may fund Merit Achievement Awards using unrestricted Research Center funds. Non-Center departments must request funding for Merit Achievement Awards from a centralized pool.

Payment of the award will occur only after approval of the Chancellor and Dean has been received, and managers and supervisors should not communicate with employees regarding the award until approval has been received.

Merit Increases

1. The availability of state-funded Merit Increases is not guaranteed from year to year, and is based upon whether a merit compensation allocation has been adopted in the annual budget.
2. Research Centers may request Merit Increases according to the timing schedule below, provided they have funding available to support the requested increases.

3. Eligibility for Merit Increases is limited to career and contract staff who have worked at least 6 continuous months and maintained an average of at least 50% time in either career or contract status as a UC Hastings employee.
4. Performance evaluations must have been completed within 12 months of the Merit Increase effective date in order for a Merit Increase to be awarded, and employees must have received a “meets expectations” or above. Exceptions to this requirement may be granted with the approval of the Director of Human Resources.

Reclassifications

The change of an employee’s current job classification to a job classification having a higher salary range is termed an Upward Reclassification. Upon Upward Reclassification, an employee’s salary shall be at least the minimum of the new classification.

The change of an employee’s current job classification to a job classification having a lower salary range is termed a Downward Reclassification. Upon Downward Reclassification, an employee may receive a salary decrease; however, the employee’s current salary rate may be retained, even if the salary is above the maximum of the new classification salary range. In such cases, the employee shall not be granted Merit Increases or GSAs until the resulting salary falls within the new salary range.

Factors that may justify a Reclassification include:

- Nature or type of work performed;
- Level of responsibility;
- Impact of position on the unit, department, or campus;
- Reporting relationships;
- Scope of duties;
- Complexity of work;
- Creativity/innovation;
- Supervision received;
- Supervision exercised; and
- Knowledge and skills required to perform the duties.

Factors that do NOT justify a Reclassification include:

- Performance of the incumbent;
- Longevity of the incumbent in position;
- Temporary assignment to work more appropriately compensated through a stipend;
- Qualifications of the incumbent that are not required by the position;
- Personality; or
- Financial needs.

Stipends

Stipends are used to either compensate for work performed in a higher classification, or in certain cases, to compensate for work on special projects or activities outside of an employee’s normal job duties.

1. Staff Stipends are considered covered compensation for the purposes of UCRP calculations.
2. For non-exempt staff, it is the College's policy to compensate additional same-level duties with overtime pay or comp time.
3. For non-exempt staff that engage in higher-level duties (duties regularly performed by employees in a job classification above the employee's current classification), the College may approve a temporary salary adjustment, not to exceed the maximum of the higher classification, to compensate for work done in the higher level classification.
4. For exempt staff, a Stipend may be paid when an employee is temporarily assigned to duties of (1) a higher classification, or (2) other significant duties that are not part of the employee's regular position that require the employee to work additional hours. In the case of higher-level duties, the sum of the Stipend and the employee's base compensation shall not exceed the maximum salary of the higher-level position. In the case of other significant duties ("Project Stipends"), the amount generally awarded is between 5% and 20% of base salary.
5. In no instance should a Stipend request be submitted in lieu of a Reclassification request. However, a Stipend may be used as a bridge before an In-Level Adjustment or Reclassification becomes effective, provided both the Stipend and the In-Level Adjustment or Reclassification are requested simultaneously. Approval of the bridge stipend does not constitute approval of the adjustment or reclassification, which must be approved through the normal process.
6. Stipends are not included in calculations for GSAs, Merit Increases, or other adjustments to base compensation.
7. Stipends are generally made for a maximum period of 12 months, and may not extend beyond 24 months, unless funded by a contract or grant through a Research Center, in which case they may not extend beyond the term of the contract or grant.
8. Stipends may not be requested retroactively. The effective date of a Stipend may not be prior to submission of the request to HR for review. The only exception is for Stipends funded by contracts or grants, where the delay was due to funding disbursement.
9. Stipends will be paid in regular installments in the employee's regular paycheck. If the employee takes a leave that interferes with the employee's ability to work on the project compensated through the Stipend, the Stipend will be suspended until such time, if any, as the employee is able to resume work on the project.

IV. Procedures

Timing

In general, the College will consider salary adjustment requests according to the following schedule:

Fall (effective January 1 of the following calendar year)

- College-wide Reclassifications
- College-wide In-Level Adjustments
- College-wide Merit Increases
- College-wide Merit Awards

Spring (effective June 1 of the same calendar year)

- College-wide Merit Awards (budget permitting)
- Center-based Reclassifications
- Center-based In-Level Adjustments
- Center-based Merit Increases

Any Time

- Equity Reviews
- Stipends (including bridge stipends)
- Reclassifications and In-Level Adjustments due to significant re-organization

The term “College-wide” includes Research Centers, in their discretion. The term “Center-based” means the timing is limited to Research Centers, in their discretion.

Equity Adjustments

Any Department Head contemplating seeking an Equity Adjustment should consult first with their Division Head. A request for an Equity Adjustment must be made on an Equity Adjustment Form by a Department Head and must include: an explanation of why the adjustment is warranted, the proposed salary adjustments, and the funding source from which it will be paid. A current job description must be included with the request. Upon receipt of a request, the Chancellor & Dean will discuss with the relevant Division Head and the HR Director, and may request additional market studies to validate the justification. The Chancellor and Dean will also assess funding availability to support any change deemed appropriate. Equity Adjustments can take time to evaluate; however, the Chancellor & Dean or his or her designee, shall provide an update to the requesting Department at least every 30 days.

General Salary Adjustments

Procedures for College-wide GSAs are established at the time the GSA pool is approved by the Board of Directors for state-funded employees, or by Research Centers with regard to their soft-money-funded employees. Formal notifications of GSAs are communicated to individual employees from Human Resources.

In-Level Adjustments and Reclassifications

The Chancellor and Dean will solicit recommendations from managers regarding In-Level Adjustments and Reclassifications according to the timing schedule above. Submissions must include details about the request, justification based on the criteria provided herein, the updated job descriptions, and a description of how the proposed change impacts the department. After the deadline has passed, the Chancellor and Dean will convene a committee to review requests; that committee will include, among others, division heads (Chancellor & Dean, Academic Dean, and Chief Financial Officer). Approved In-Level Adjustments and Reclassifications will be communicated to employees from HR. Managers will be informed of requests that have not been approved.

Merit Achievement Awards

Managers or supervisors may nominate staff for Merit Achievement Awards using the Merit Achievement Award Form. The nomination shall include: the justification for the award, the relationship between the award and the employee's salary, and the funding source, if applicable.

Merit Increases

Procedures for College-wide Merit Increases are established at the time the merit pool is approved by the Board of Directors. Formal notifications of approved Merit Increases are communicated to individual employees from Human Resources. Research Center Merit Increases for soft-money-funded employees can be sought by application by each Center during each merit cycle.

Stipends

A request for a Stipend must be made on a Stipend Request Form by a Department Head and must include: an explanation of why the Stipend is warranted, the proposed amount, duration of time, and the funding source from which it will be paid. An extension of a Stipend must be requested in writing prior to the expiration of the existing Stipend and must include an explanation of the extenuating circumstances justifying the Stipend extension and the duration of time proposed for the extension.

VI. Custodial Department

Chancellor and Dean and Human Resources

VII. Approvals /Revisions

ACTION ITEM

- 1. REPORT BY:** Chief Financial Officer David Seward
- 2. SUBJECT:** Nonstate Grants and Contracts in Excess of \$50,000
- 3. RECOMMENDATIONS:**

That the Board of Directors approve the 2020-21 contracts described in this report.

Item: 7.1.1 _____

Title: Professional Services – Inspector of Record – 198 McAllister
Vendor Name: To Be Determined
Cost: \$2,000,000 (Budgeted)

Description:

A public bidding process is underway to locate a firm to serve as Inspector of Record for the 198 McAllister Campus Housing Project. Multiple proposals have been received and are under evaluation. The evaluation process will be completed prior to the December 4, 2020 and a recommendation presented at that meeting. have concluded and a firm selected this item will return to the Board for contract award. The engagement has a \$2 million budget funded from the Project Fund; the actual cost will be on a time and materials basis with a not to exceed contract cap.

Item: 7.1.2

Title: Fire Pump Replacement - McAllister Tower
Vendor Name: TBD
Cost: \$55,000 (Budgeted)

Description:

Assessment is ongoing as to the repairability of the fire pump supporting McAllister Tower. This item is intended as a placeholder in the event repair efforts are not successful achieve performance standards and expedited replacement becomes necessary.

Item: 7.1.3

Title: Design: Design and Construction Management

Vendor Name: MKThink

Cost: \$112,266

Description:

Authority is requested to amend a 2016 contract with MKThink by \$112,266 for services rendered in conjunction with tenant improvements and deferred maintenance design and construction management services at Kane Hall. During close-out for the Kane Hall project, these billings were identified as unpaid as was borne out in a subsequent reconciliation.

Item: 7.1.5

Title: Construction Mitigation Agreement – 277 Golden Gate

Vendor Name: 277 Golden Gate, LLP

Cost: Fees and Out-of-Pocket to \$25,000 and Economic Losses

Description:

Ratification of a Construction Mitigation Agreement with the property owner of 277 Golden Gate Avenue is requested. The agreement is necessary to accommodate the 198 McAllister Campus Housing Project. The agreement calls for UC Hastings to install temporary project mitigations (e.g., privacy wall, air equipment, covered walkway, etc.) and to pay for, or reimburse 277 Golden Gate, for actual costs, damages, and expenses to 277 Golden Gate's property and the personal property of third parties to the extent directly arising out of or related to the UC Hastings' 198 McAllister project including but not limited to economic losses. There is a \$25,000 cap on legal and management fees and other out-of-pocket expenses. The agreement also obligates 277 Golden Gate to negotiate and enter into a Shoring and Tieback Agreement to support the 198 McAllister Campus Housing Project.

Item 7.1.4

Title: Implications of Environmental, Social and Governance Metrics
Center for Innovation (C4i)

Vendor Name: New Venture Fund/ Tipping Point Fund

Revenue: \$89,925

Description:

The long- term prospects for the U.S. economy are inextricably tied to environmental, social and governance (ESG) factors. This project, lead by Prof. Robin Feldman and her Center for Innovation (C4i), will lay the foundation for transitioning the U.S. financial markets towards adopting data and disclosure standards that reflect ESG impacts and risks by identifying the frameworks and data infrastructures that must be available for financial institutions and public and private companies going forward.

Item: 7.1.6

Title: BAR Exam Outcomes Study - Identifying Success Factors in Bar Pass Rate Improvements Among Disadvantaged and Diverse Students

Vendor: AccessLex

Revenue: \$150,000

Description:

Requested is authority to enter into a grant funded by AccessLex for the purpose of Identifying Success Factors in Bar Pass Rate Improvements Among Disadvantaged and Diverse Students over a ten year period. The Identifying Success Factors in Bar Pass Rate Improvements Among Disadvantaged and Diverse Students project expands their dataset and analysis, potentially leading to scalable and replicable solutions to boost bar pass rates nationwide.

4. PROPOSED RESOLUTION:

Resolved, that the Board of Directors approve the following contracts in 2020-21:

7.1.1	Professional Services – Inspector of Record – 198 McAllister	\$2,000,000
		(Budgeted)
7.1.2	Fire Pump Replacement - McAllister Tower –To Be Determined	\$55,000
		(Budgeted)
7.1.3	Design and Construction Management – MK Think	\$112,266

Be it further resolved, that the Board of Directors ratifies,

7.1.5	Construction Mitigation Agreement – 277 Golden Gate	\$25,000
		Economic Loss

And be it further resolved that the Board of Directors accept the grant awards below:

7.1.4	Grant Award- Tipping Point Fund– New Venture Fund – C4i	\$89,925
7.1.6	Grant Award- BAR Exam Outcomes Study- AccessLex	\$150,000

REPORT ITEM

- 1. REPORT BY:** Chief Operating Officer Rhiannon Bailard
- 2. SUBJECT:** UC Hastings Academic Village - Campus-wide Overview

3. REPORT:

A power point presentation will be made at the December 4 meeting of the Authority providing a high level, graphic overview of progress made toward attaining the goals of the Long Range Campus Plan and its centerpiece objective, the creation of an Academic Village.

REPORT ITEM

- 1. REPORT BY:** Chief Financial Officer David Seward
- 2. SUBJECT:** Annual Legislative Update – California Advocates
- 3. REPORT:**

The College’s legislative advocate, Michael Belote of California Advocates, will make a presentation.

REPORT ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** Investment Report – As of September 30, 2020
3. **REPORT:**

Attached is a performance summary of the investment pools managed by the Treasurer's Office of the University of California.

- The General Endowment Pool (GEP) experienced total returns of 4.67% as of September 30, 2020. On a calendar year basis, GEP had a total return of 3.86%.
- The Short Term Investment Pool (STIP) experienced total returns of 0.29% as of September 30, 2020. On a calendar year basis, STIP had a total return of .98%.

Attachment:

- Rates of Return – Unit Values issued by State Street Bank.

Chief Investment Officer of the Regents

RATES OF RETURN - Unit Value

Periods Ending September 30, 2020

GEP STIP UNIT VALUE RETURN SUMMARY REPORT



	Account ID	EMV	1 Month	3 Month	6 Month	FYTD	CYTD	1 Year	3 Year	5 Year	10 Year
TOTAL FUND											
GEP Unit Value Audit Adjusted	EBKAG1UB	14,859,176,801	-0.38	4.67	14.53	4.67	3.86	9.65	7.91	8.72	8.49
<i>GEP TOTAL PORTFOLIO BM AUDIT ADJUSTED</i>	<i>REG44B</i>		-2.08	6.21	19.48	6.21	3.18	9.19	6.56	7.90	6.91
Excess			1.70	-1.54	-4.94	-1.54	0.68	0.46	1.35	0.81	1.58
GEP TOTAL US PUBLIC EQUITIES	EBKGEP4	1,899,725,416	-2.55	9.32	33.92	9.32	8.88	20.03	8.45	9.40	11.28
<i>U.S. EQUITY B-MARK R3000 TF</i>	<i>REG5</i>		-3.62	9.23	33.48	9.23	5.54	15.08	11.84	13.80	13.50
Excess			1.07	0.09	0.45	0.09	3.34	4.95	-3.39	-4.40	-2.23
GEP TOTAL NON-US PUBLIC EQUITIES + EQ	EBKGEP5	1,387,692,046	-0.09	12.65	35.24	12.65	11.00	19.57	10.42	12.80	7.45
<i>NON-US EQUITIES POLICY BENCHMARK</i>	<i>REG13</i>		-2.46	6.25	23.38	6.25	-5.44	3.00	1.16	6.23	4.00
Excess			2.37	6.40	11.86	6.40	16.43	16.56	9.25	6.57	3.44
GEP DEVELOPED NON US PUBLIC EQUITY	EBKGEP20	654,784,328	-1.11	8.34	30.23	8.34	2.45	13.26	6.58	9.71	7.00
<i>BLENDED EAFE TF + CANADA INDEX</i>	<i>REG9</i>		-2.88	4.99	21.15	4.99	-7.10	0.13	0.77	5.46	4.37
Excess			1.77	3.35	9.07	3.35	9.55	13.13	5.81	4.25	2.63
GEP EMERGING MARKET EQUITY	EBGEPEME	732,907,718	0.84	16.81	40.05	16.81	19.95	25.82	14.26	16.38	6.99
<i>EMERGING MARKETS EQUITY POLICY BENCHMARK</i>	<i>REG12</i>		-1.60	9.56	29.37	9.56	-1.16	10.54	2.42	8.97	2.50
Excess			2.44	7.25	10.68	7.25	21.11	15.29	11.84	7.42	4.49
GEP GLOBAL EQUITY	EBGEPTGE	3,364,054,039	-2.64	9.23	31.62	9.23	3.08	12.54	6.94	9.24	
<i>MSCI ACWI IMI ex Tobacco</i>	<i>MSI66NUS</i>		-3.10	8.15	29.72	8.15	0.57	9.63	6.63	10.08	
Excess			0.46	1.08	1.90	1.08	2.51	2.91	0.31	-0.84	
GEP TOTAL FIXED INCOME W/ TIPS & DOLLAR	EBKGEP19	1,080,250,025	0.13	1.03	4.41	1.03	4.44	5.57	4.65	4.76	4.31
<i>INCOME POLICY</i>	<i>REG159</i>		-0.02	0.37	3.28	0.37	6.53	6.72	5.16	5.14	4.44
Excess			0.15	0.66	1.13	0.66	-2.09	-1.15	-0.51	-0.37	-0.13

Chief Investment Officer of the Regents

RATES OF RETURN - Unit Value

Periods Ending September 30, 2020

GEP STIP UNIT VALUE RETURN SUMMARY REPORT



	Account ID	EMV	1 Month	3 Month	6 Month	FYTD	CYTD	1 Year	3 Year	5 Year	10 Year
GEP CORE GOVERNMENT	EB9G	320,900,034	0.02								
BBG BARC US Gov 1-5Y Idx	BCD2TUS		0.03								
Excess			-0.00								
GEP 1-5 YR CREDIT	EBQU	319,282,893	-0.14								
BBG BARC 1-5Y US Agg Cdt Idx	BC78TUS		-0.09								
Excess			-0.05								
GEP HIGH YIELD	EBKGEP24	357,590,579	0.15	0.88	3.25	0.88	-0.74	2.67	4.17	6.16	6.51
UCR BBG BARC Agg (Dly)	REG170		-0.05	0.62	3.53	0.62	6.79	6.98	5.24	7.22	6.56
Excess			0.21	0.26	-0.29	0.26	-7.53	-4.32	-1.07	-1.06	-0.05
GEP EMERGING MARKET DEBT	EBKGEP25	57,647									
UCR BBG BARC Agg (Dly)	REG59N		-0.05								
Excess											
GEP OPPORTUNISTIC FI	EBKGEP50	82,417,778	0.89	2.22	5.80	2.22	7.11	9.08	6.31		
BBG BARC Agg (Dly)	XSLD		-0.05	0.62	3.53	0.62	6.79	6.98	5.24		
Excess			0.95	1.60	2.27	1.60	0.31	2.09	1.06		
GEP TOTAL PRIVATE EQUITY	EBK5AT	2,283,519,757	-0.46	-0.80	8.38	-0.80	10.07	21.06	22.75	20.90	19.25
GEP PRIVATE EQUITY POLICY BENCHMARK	REG32		-3.44	9.89	34.77	9.89	7.14	17.48	13.50	15.98	16.80
Excess			2.98	-10.70	-26.39	-10.70	2.93	3.57	9.25	4.93	2.45
GEP AR - DIV - UNIT RETURN	EB7D	3,035,397,417	0.50	2.83	9.29	2.83	-2.57	0.80	4.51	3.91	5.18
GEP Absolute Return Benchmark	REG17		-0.34	4.50	12.31	4.50	2.44	5.59	2.84	1.37	0.54
Excess			0.84	-1.66	-3.03	-1.66	-5.01	-4.79	1.67	2.54	4.64

Chief Investment Officer of the Regents

RATES OF RETURN - Unit Value

Periods Ending September 30, 2020



GEP STIP UNIT VALUE RETURN SUMMARY REPORT

	Account ID	EMV	1 Month	3 Month	6 Month	FYTD	CYTD	1 Year	3 Year	5 Year	10 Year
GEP REAL ASSETS	EB7S	719,967,892	-0.21	-1.42	3.73	-1.42	5.48	9.33	5.85	2.12	2.09
GEP REAL ASSETS LAGGED BENCHMARK	REG100		-0.21	-1.42	3.73	-1.42	5.48	9.33	5.85	2.12	2.09
Excess			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GEP TOTAL REAL ESTATE	EBKGEPRE	990,125,556	-0.15	0.72	-2.74	0.72	-0.07	1.49	5.68	6.74	10.31
GEP PRIVATE RE POLICY BENCHMARK	REG47		-1.48	-1.48	-0.74	-1.48	0.52	1.60	4.82	6.40	10.18
Excess			1.33	2.20	-2.00	2.20	-0.59	-0.12	0.86	0.33	0.13
GEP PRIVATE REAL ESTATE	EBKGEPRP	990,125,556	-0.15	0.72	-2.74	0.72	-0.07	1.49	5.68	6.74	10.50
GEP PRIVATE RE POLICY BENCHMARK	REG47		-1.48	-1.48	-0.74	-1.48	0.52	1.60	4.82	6.40	10.18
Excess			1.33	2.20	-2.00	2.20	-0.59	-0.12	0.86	0.33	0.31
GEP LIQUIDITY	EBKGEP47	98,430,120	0.15	0.22	0.59	0.22	0.94	1.45	2.08	1.70	1.89
ICE BofA Curr 2 Yr US TSY (Inc Ret Only)	VAX		0.01	0.03	0.16	0.03	0.52	0.91	1.80	1.46	0.91
Excess			0.14	0.18	0.43	0.18	0.42	0.54	0.28	0.24	0.97
STIP											
STIP - UNIT RETURN	EBJ8U	11,813,992,838	0.15	0.29	0.57	0.29	0.98	1.48	1.88	1.63	1.77
STIP POLICY	REG83		0.01	0.02	0.10	0.02	0.47	0.88	1.70	1.31	0.80
Excess			0.14	0.27	0.48	0.27	0.51	0.60	0.18	0.32	0.98
PLANNED GIVING											
PG FIXED INCOME POOL	EBT1	31,036,702	0.00	0.50	2.67	0.50	5.56	5.89	4.75	4.18	4.05
BBG BARC Agg Bd	XSL		-0.05	0.62	3.53	0.62	6.79	6.98	5.24	4.18	3.64
Excess			0.06	-0.12	-0.86	-0.12	-1.23	-1.09	-0.50	0.00	0.42
PG EAFE STATE ST INTL INDEX FUND	EBT4A1	9,116,805	-2.58	5.79	23.22	5.79	-5.94	1.84	1.40	5.98	4.85
BLENDED EAFE TF + CANADA INDEX	REG9		-2.88	4.99	21.15	4.99	-7.10	0.13	0.77	5.46	4.37
Excess			0.30	0.80	2.06	0.80	1.16	1.71	0.64	0.52	0.48

Chief Investment Officer of the Regents

RATES OF RETURN - Unit Value

Periods Ending September 30, 2020

GEP STIP UNIT VALUE RETURN SUMMARY REPORT



	Account ID	EMV	1 Month	3 Month	6 Month	FYTD	CYTD	1 Year	3 Year	5 Year	10 Year
PG RUSSELL 3000 INDEX FUND	EBT4A2	31,816,686	-3.62	9.28	33.52	9.28	5.50	15.05	11.98	13.96	13.69
U.S. EQUITY B-MARK R3000 TF	REG5N		-3.62	9.23	33.47	9.23	5.53	15.07	11.83	13.79	13.50
Excess			0.00	0.05	0.04	0.05	-0.04	-0.03	0.15	0.17	0.19

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REPORT ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** State Budget Report for 2020-21
– As of September 30, 2020
3. **REPORT:**

Attached is the state budget report for 2020-21 as of September 30, 2020. Planning in the uncertain times of the pandemic changed normal budgeting assumptions and, while we know the fall 2020 semester is under a distance learning model with limited in-person interactions, it is difficult to predict the financial impacts; further refinement of revenue and expense projections is expected throughout the fiscal year ending June 30, 2021. Major variances are discussed below:

Revenues

- State Appropriations, General Fund – The 2020-21 actual claims against state appropriations are on target and comparable to last year at 24 percent of budget. Overall General Fund support in 2020-21 is reduced from 2019-20 by \$546,000 base budget reduction and because of one-time \$1.094 million funding (UCPath \$594,000 and deferred maintenance/instructional technology \$500,000) last year. Also funded by state General Fund 2020-21 but not included in this report is a \$3.452 million lease-revenue appropriation for 333 Golden Gate building rent payments to the state.
- Tuition and Related Fees – The table below reports projected FTE student enrollment and actual enrollments based on revenues as of September 2020.

FTE Student Enrollment 2020-21	Beginning Budget	Actual as of 9/30/20	Variance
JD Students	951.0	995.6	44.6
LLM	2.3	7.5	5.3
MSL	9.3	18.5	9.3
TOTAL	962.5	1,021.6	59.1

- Registration Fee – The beginning budget projected total JD enrollment of 951 FTE students paying the \$43,486 General Enrollment Fee. As of September, revenue from 996 FTE students was received for the fall semester. Looking at revenue after state financial aid, the annualized projected variance is positive.

JD Program 2020-21	Beginning Budget	Actual as of 9/30/20	9/30/20 Annualized Projection	Projection Variance to Budget
Registration Fee	41,219,179	21,647,398	43,294,796	2,075,617
Financial Aid	13,413,644	6,826,105	13,652,210	238,566
Net JD Revenues	\$ 27,805,535	\$ 14,821,293	\$ 29,642,586	\$ 1,837,051
Grant Discount Rate	32.5%	31.5%	31.5%	

- Veteran and Other Fee Waivers – The 2020-21 budget estimated 19 FTE students are veterans eligible for waiver of the \$43,486 enrollment fee for \$826,234 in foregone fee revenues resulting from this unfunded state mandate. As of 9/30/20, a total of 21.9 FTE students qualified for fee waivers. In 2019-20, a total of 18.9 FTE students received waivers for foregone revenues of \$822,627.
- LL.M. Tuition – The enrollment fee of \$47,500 for LL.M. students was budgeted to be paid by 2.25 FTE students, reduced due to COVID-19 related travel restrictions. As of September, revenue from 7.5 students has been recorded. Projected annual revenue after financial aid indicates a positive variance.

LLM Program 2020-21	Beginning Budget	Actual as of 9/30/20	9/30/20 Annualized Projection	Projection Variance to Budget
Registration Fee	106,875	178,120	356,240	249,365
Financial Aid	50,000	56,250	112,500	62,500
Net LLM Revenues	\$ 56,875	\$ 121,870	\$ 243,740	\$ 186,865
Grant Discount Rate	46.8%	31.6%	31.6%	

- MSL Tuition – Part-time students are enrolled in the MSL program so revenues vary by semester. The beginning budget was based on 9.25 FTE students paying equivalent full-time \$39,000 tuition. As of September, revenue from 18.5 students has been recorded. If this enrollment holds through spring semester, projected annual revenue after financial aid will result in a significant positive variance.

MSL Program 2020-21	Beginning Budget	Actual as of 9/30/20	9/30/20 Annualized Projection	Projection Variance to Budget
Registration Fee	360,750	360,750	721,500	360,750
Financial Aid	39,400	37,157	74,314	34,914
Net MSL Revenues	\$ 321,350	\$ 323,593	\$ 647,186	\$ 325,836
Grant Discount Rate	10.9%	10.3%	10.3%	

- Unrealized Gain/Loss on Investments – This category accounts for the change in the market value of the state fund's share of the UC General Endowment Pool (GEP). As of September 2020, unrealized gains of \$1,408,736 have been posted. Unrealized

gains of \$39,386 were recognized as of September 2019, an amount that increased to \$1,329,171 by fiscal year-end.

- Overhead Allowances – The state beginning budget projected \$1,028,129 from auxiliary enterprises and \$114,324 from grants. At the September 2020 meeting of the Board of Directors a revised COVID-19 budget plan for Auxiliary Enterprises was approved with a reduced overhead projection of \$627,804; this \$400,325 reduction to state revenue will be reflected in the midyear revised budget. As of September 2020, indirect cost allowances on grants has been recorded at \$47,878 compared to \$38,663 in the prior year.
- Prior Year Reserve/Beginning Fund Balance – The carryover of prior year fund balance, budgeted at preliminary balance of \$7,077,687, has been finalized at \$5,959,507 after adjusting for net unfunded pension liabilities. This is the net amount of state fund assets less liabilities with the non-cash pension accounts excluded (i.e., deferred outflows/inflows of resources, net pension and retiree health benefits liabilities with UCRP).

Expenditures

- Printing and Copier Service – This budget line saw significant planned reduction in response to departmental budget cuts and COVID-19 restricting in-person interactions. With actual September expense of \$31,994 this year compared to \$129,067 last year it appears actual costs are trending even less than expected; however, the budget also anticipated increased spring semester activity. On-campus use of satellite office copiers was \$10,098 through September 2020 and \$76,748 as of September 2019.
- Travel – Included here are allocations for faculty research and professional development from which other categories of expenditure are allowed, thus the line item budget appears inflated compared to prior year actual expense (that was reduced due to COVID-related restrictions). Departments have curtailed plans to travel in fall 2020 but the budget retains significant allocations for student competition team travel and allocations for spring 2021. Actual expense as of 9/30/20 is \$4,905 compared to \$96,453 9/30/19 when student Moot Court and Legal Writing and Research as well as the Admissions Office regularly incur fall travel expense.
- Events and Entertainment – The 2020-21 budget includes \$75,535 for Graduation and, with the exception of \$20,000 for Orientation, the balance of budgeted expenditures anticipate a return to an on-campus presence by spring semester. 2020-21 allocations will be re-evaluated during the midyear budget review process.
- Building Maintenance – The 2020-21 budget includes a projected \$80,000 increase for custodial staff related to COVID-19 cleaning, \$49,000 for pressure wash service and \$35,000 for a sealant coating on building exteriors to facilitate graffiti cleaning. Also budgeted are estimated cost increases for the following ongoing services: janitorial, building engineer, sidewalk cleaning, elevator maintenance, building systems maintenance, landscaping and pest control. Actual expenditures as of September 2020 at 24% of budget suggest spending in line with projections. In the prior year, as of September 2019, expenditures were 11% of total and \$271,000 less because no expense for building engineer had been recorded (\$174,893 in the current

year), janitorial was \$46,644 less, and one-time expenditures of \$66,134 have been incurred this year for carpet and paint in state-occupied Tower offices.

- Other Contract Services – This budget category includes security service contracts, IT and Library hosted system contracts, and other contracts including support for the Communications Office. Actual expense as of September 2020 at \$863,538 compared to September 2019 \$530,897 is \$332,641 greater because of the new Urban Alchemy Street Engagement Program contract (\$203,301) and timing of Ellucian hosted system payments (\$113,296).
- Equipment and Improvements – Budgeted in 2020-21 is \$91,365 for IT and instructional media equipment, of which \$39,364 has been expended as of September.
- Financial Aid Grants – The segments of financial aid and their status as of September 2020 are:
 - JD Grants – The total 2020-21 JD grant budget of \$13,413,644 included a planned discount rate of 30% for a projected incoming class size of 370. Awards in the fall semester total \$6,826,105 or 51% of budget. A midyear budget adjustment will be proposed after confirming spring semester awards; increased enrollment fee revenues will offset increased grant expense.
 - LL.M. Grants – Awards in the fall semester total \$56,250 against a budget of \$50,000; increased enrollment fee revenues offset increased expense.
 - MSL Grants – Awards in the fall semester total \$37,157 or 94% of the \$39,400 budget; enrollment is per unit and can fluctuate in the spring semester.
 - LRAP Loan Cancellations – Expenditures of \$11,359 against the 2020-21 budget of \$150,000 have been incurred as of September.
 - International Summer Internships – No expenditures have yet been incurred in 2020-21 against a budget of \$12,000; these are summer awards to rising 1L and 2L students to help defray travel and living expenses while working on international issues in an unpaid position.

Attachments:

- State Budget Report 2020-21 as of September 30, 2020

HASTINGS COLLEGE OF THE LAW
State Budget Report -- 2020-21

11/5/2020

REVENUES	Beginning Budget 2020-21	Actual as of 30-Sep-20	Actual Sep-20 as a Percent of Budget	Year-end Actual 2019-20	Actual as of 30-Sep-19	Actual Sep-19 as a Percent of 2019-20 Year-end
State Appropriations						
General Fund	14,688,000	3,469,025 *	24%	16,328,000	3,879,025	24%
Lottery Fund	<u>148,000</u>	<u>-</u>	<u>0%</u>	<u>145,934</u>	<u>-</u>	<u>0%</u>
Total	\$ 14,836,000	\$ 3,469,025	23%	\$ 16,473,934	\$ 3,879,025	24%
Tuition and Related Fees						
Non-resident Tuition	744,000	398,400	54%	645,099	342,000	53%
Registration Fee	41,219,179	21,647,398 *	53%	40,040,047	20,227,752	51%
Veteran Fee Waivers	(826,234)	(476,103) *	58%	(822,627)	(365,851)	44%
LL.M. Tuition	106,875	178,120 *	167%	767,914	403,477	53%
MSL Tuition	360,750	360,750 *	100%	408,266	191,750	47%
MBE Support Fee	114,120	124,656	109%	116,520	116,400	100%
HPL Revenue Share	-	-	--	186,878	-	0%
Summer Legal Institute	1,331,872	215,494	16%	1,243,961	144,900	12%
Other Student Fees	<u>69,075</u>	<u>6,780</u>	<u>10%</u>	<u>111,252</u>	<u>51,085</u>	<u>46%</u>
Total	\$ 43,119,637	\$ 22,455,495	52%	\$ 42,697,310	\$ 21,111,513	49%
Scholarly Publications						
Subscription Revenues	<u>40,000</u>	<u>(141)</u>	<u>0%</u>	<u>54,784</u>	<u>4,113</u>	<u>8%</u>
Total	\$ 40,000	\$ (141)	0%	\$ 54,784	\$ 4,113	8%
Other Income						
Investment Income	100,000	43,082	43%	117,688	25,586	22%
Realized Gain/Loss on Sale of Investments	-	4,503	--	8,478	1,902	22%
Unrealized Gain/Loss on Investments	-	1,408,736 *	--	1,329,171	39,386	3%
Overhead Allowances	1,142,453	47,878 *	4%	1,263,621	38,663	3%
Miscellaneous	<u>47,100</u>	<u>4,159</u>	<u>9%</u>	<u>118,704</u>	<u>63,895</u>	<u>54%</u>
Total	\$ 1,289,553	\$ 1,508,358	117%	\$ 2,837,662	\$ 169,432	6%
Transfer from Other Funds	\$ -	\$ -	--	\$ 127,125	\$ -	0%
Prior Year Reserve/Beginning Fund Balance	<u>\$ 7,077,687</u>	<u>\$ 5,959,507 *</u>	<u>84%</u>	<u>\$ 7,103,079</u>	<u>\$ 7,103,079</u>	<u>100%</u>
TOTAL REVENUES	\$ 66,362,877	\$ 33,392,244	50%	\$ 69,293,894	\$ 32,267,162	47%

*See attached narrative

HASTINGS COLLEGE OF THE LAW
State Budget Report -- 2020-21

11/5/2020

<i>EXPENDITURES</i>	Beginning Budget 2020-21	Actual as of 30-Sep-20	Actual Sep-20 as a Percent of Budget	Year-end Actual 2019-20	Actual as of 30-Sep-19	Actual Sep-19 as a Percent of 2019-20 Year-end
Salaries & Wages	25,036,815	6,386,070	26%	26,428,151	6,596,219	25%
Student Wages-Reg. & Work-study	495,580	70,279	14%	519,787	74,683	14%
Staff Benefits	8,892,785	2,017,319	23%	8,949,499	2,064,269	23%
Consultants	503,294	41,972	8%	525,660	51,754	10%
Temporary Help (Contracted)	152,421	20,178	13%	196,742	178,249	91%
Employee Development & Testing	163,779	24,349	15%	102,368	38,680	38%
Recruiting & Advertising	441,842	142,743	32%	363,597	77,358	21%
Audit, Legal, and Case Costs	268,500	51,660	19%	323,953	22,796	7%
Insurance	453,280	444,752	98%	373,445	357,401	96%
Printing & Copier Service	430,497	31,994 *	7%	516,741	129,067	25%
Supplies	324,320	38,230	12%	220,603	74,425	34%
Travel	566,932	4,905 *	1%	406,549	96,453	24%
Dues & Subscriptions	324,984	8,363	3%	353,925	39,052	11%
Events & Entertainment	255,179	5,129 *	2%	192,193	123,764	64%
Computer Software	718,190	280,239	39%	838,395	232,637	28%
Data Processing	293,962	10,437	4%	448,345	10,209	2%
Info Retrieval & Bibliography Svc.	490,000	262,427	54%	529,539	375,978	71%
Books & Bindings	665,439	316,976	48%	741,673	510,809	69%
Equipment Maintenance	157,359	64,345	41%	89,450	77,784	87%
Building Maintenance	1,908,542	452,176 *	24%	1,666,382	180,939	11%
Other Contract Services	3,539,693	863,538 *	24%	3,081,422	530,897	17%
Utilities	706,460	122,444	17%	1,072,666	245,198	23%
Telephone	48,968	10,514	21%	52,636	10,859	21%
Mail	44,401	1,338	3%	21,609	2,219	10%
Misc. (Including Bank Fees)	291,558	102,228	35%	306,636	81,556	27%
Equipment & Improvements	91,365	39,364 *	43%	252,259	88,165	35%
Space & Equipment Rental	531,504	115,132	22%	475,857	116,171	24%
Financial Aid Grants	13,665,044	6,931,921 *	51%	14,784,586	7,428,672	50%
Collection Costs	10,838	2,887	27%	3,250	404	12%
Perkins Loan Matching Funds	-	-	--	(1,368,979)	-	0%
Transfer to Other Funds	-	-	=	533,932	-	0%
<i>TOTAL EXPENDITURES</i>	\$ 61,473,531	\$ 18,863,909	31%	\$ 63,002,871	\$ 19,816,667	31%

*See attached narrative

REPORT ITEM

1. **REPORT BY:** David Seward
2. **SUBJECT:** Auxiliary Enterprises Budget Report
-- As of September 30, 2020
3. **REPORT:**

Attached for all auxiliary enterprises of the College – McAllister Tower, Parking Garage, Student Health Services, Business Center, and Special Events and Guest Services – are budget reports for 2020-21 as of September 30, 2020. The 2020-21 beginning budgets for Auxiliary Enterprises were presented to and approved by the Board of Directors in June 2020, having been formulated in late April. Subsequently, revised budgets were presented and approved September 2020 that reflected more recent estimations of the effects of the COVID-19 global pandemic on both revenues and expenditures. Major variances against the revised budgets are discussed below.

McALLISTER TOWER

Revenues

- Apartment and Commercial Rent – Actual rental income as of September, measured against the revised budget, is 23% of projected annual when last year's actual was 26% of total indicating the COVID-19 revised budget is still overstated. As of this report writing the November rents have been billed; if the current level of monthly revenue extends through June the revised fiscal year total will be closer to \$2.7 million. Further refinement of current year projections will occur during the midyear review process resulting in a revised budget to the Board during the February/March cycle.

Expenditures

- Utilities – Concurrent with the projected reduction in occupancy the budget for utilities was adjusted downward. The actual expenditures as of September 30, 2020, reflect payment for services July through August with a two-month total correctly aligned at 15% of the revised budget.
- Maintenance and Special Repairs – This reporting category includes regular ongoing building and elevator maintenance, pest control, window washing, and special one-time repairs. The actual as of September 2020 is almost twice the prior year as of September reflective of more timely payments for ongoing regular services through August. The 2020-21 budget includes these special repairs:

- \$55,000 to repair the fire pump; \$125,000 beginning budget for replacement reduced by \$70,000 at the October 27, 2020, Special Meeting of the Board of Directors subsequent to review by firms specializing in fire/life-safety engineering the indicate the pump can be repaired.
- \$60,000 for masonry repair in the back of the building.
- Overhead Pro Rata – Budgeted at 12% of operating revenues, the COVID-19 revised budget for indirect cost or overhead expense reduced the beginning budget by \$199,000. Further reductions in apartment rental revenues will affect this line that provides support in the state core operations budget. The midyear revised budget will update projections and the actual expense is captured at fiscal year-end.

Nonoperating Revenues/(Expenses)

- Unrealized Gain/Loss on Investments -- This category accounts for the change in the market value of the Tower's share of the UC General Endowment Pool (GEP). As of September 2020, unrealized gains of \$181,990 have been posted. Unrealized gains of \$1,327 were recognized as of September 2019, an amount that increased to \$98,339 by fiscal year-end.
- Transfer to Other Funds – The revised budget reflects approved action at the October 27, 2020, Special Meeting of the Board of Directors redirecting \$70,000 originally budgeted for Tower fire pump special repair to the Parking Garage for power washing and cleaning.

HASTINGS PARKING GARAGE

Revenues

- Parking Operations – Revisions to projected revenues from transient, monthly and fleet parking decreased the beginning budget by (\$758,494). The revised budget of \$1,656,100 projects phased increases in operations, estimated to ramp up by 25% each quarter from current reduced revenue levels subsequent to COVID-19 for total projected annual revenues (18%) less than 2019-20, or (27%) less than 2018-19, the last normal full-year of operations. Actual first quarter revenues in 2020-21 at \$300,871 are less than half those in 2019-20 at \$609,334.
- Parking Tax – A new contra-revenue category was budgeted for the city parking assessed against the College's transient parking revenues (excluding fleet parking) effective June 2020. The 2020-21 full-year projected tax at an effective rate of 20% is \$404,900. The actual expenditure in this report reflects July's tax at \$11,242; August and September subsequently paid at \$28,335 for total first quarter \$39,577.

Expenditures

- Maintenance and Special Repairs – The revised budget includes \$70,000 approved at the October 27, 2020, Special Meeting of the Board of Directors allocated for power washing and cleaning of the parking garage. Also included in the revised budget is \$130,528 in budget carryover from 2019-20 to replace the Parking Garage's revenue control systems; previously approved by the Board of Directors at their December 2019 meeting, the project is still in progress and will be fully expensed in the current year.

- Overhead Pro Rata – Budgeted at 12% of operating revenues, the COVID-19 revised budget for indirect cost or overhead expense reduced the beginning budget by \$85,000. Any further reduction to parking garage revenues will affect this line that provides support in the state core operations budget. The actual expense is captured at fiscal year-end.

Nonoperating Revenues/(Expenses)

- Transfer from Other Funds – The revised budget reflects approved action at the October 27, 2020, Special Meeting of the Board of Directors redirecting \$70,000 originally budgeted for Tower fire pump special repair to the Parking Garage for power washing and cleaning.

STUDENT HEALTH SERVICES

Expenditures

- Consultants and Contracted Services – The revised budget reflects the 2020-21 projected contract cost with Carbon Health, replacing the on-campus health services center. The agreement provides a combination of in-person (but off-campus) clinical services supplemented by on-line services where permitted by state licensing requirements at \$55/month/student. The service is billed quarterly and began 8/17/20 so no actual payment is reflected this reporting period.

SPECIAL EVENTS AND GUEST SERVICES

Expenditures

- Staff Salaries and Benefits – The involuntary termination of the employee supporting room rental, special events and guest services was finalized in July 2020 with residual expenditures of \$14,560 salary and \$2,510 benefits.

Attachment:

- Auxiliary Enterprises Budget Report as of September 30, 2020

HASTINGS COLLEGE OF THE LAW
McAllister Tower Budget Report -- 2020-21

11/6/2020

	Beginning Budget 2020-21	COVID-19 Revised Budget 2020-21	Actual as of 30-Sep-20	Actual Sep-20 as a Percent of Revised Budget	Year-end Actual 2019-20	Actual as of 30-Sep-19	Actual Sep-19 as a Percent of 2019-20 Year-end
REVENUES							
Apartment & Commercial Rent	4,725,720	3,067,016	711,931 *	23%	5,007,531	1,290,354	26%
Other	23,250	20,000	1,507	8%	26,197	3,690	14%
TOTAL OPERATING REVENUES	\$ 4,748,970	\$ 3,087,016	\$ 713,438	23%	\$ 5,033,728	\$ 1,294,044	26%
EXPENDITURES							
Salaries and Wages	100,414	100,414	24,553	24%	97,440	24,495	25%
Student Wages--Regular & Work-study	21,500	-	197	--	14,081	857	6%
Staff Benefits	41,170	41,170	9,602	23%	35,566	8,328	23%
Regular Contract Services	1,237,768	1,237,768	144,688	12%	1,141,467	153,865	13%
Other Contract Services	10,000	10,000	-	0%	19,891	4,234	21%
Utilities	844,311	633,233	93,256 *	15%	816,208	146,572	18%
Maintenance & Special Repairs	341,289	271,289	44,383 *	16%	329,406	22,875	7%
Insurance	146,621	159,991	160,951	101%	133,292	133,292	100%
Supplies	80,000	64,000	26,732	42%	100,672	34,074	34%
Printing & Reproduction	1,000	1,000	361	36%	104	56	54%
Telephone	776	776	230	30%	804	199	25%
Miscellaneous	75,098	60,078	5,563	9%	72,892	9,619	13%
Equipment & Building Improvements	-	-	-	--	3,326	1,626	49%
Overhead Pro Rata	569,876	370,442	- *	0%	604,047	-	0%
TOTAL OPERATING EXPENDITURES	\$ 3,469,823	\$ 2,950,162	\$ 510,516	17%	\$ 3,369,196	\$ 540,092	16%
NET OPERATIONS	\$ 1,279,147	\$ 136,854	\$ 202,922	148%	\$ 1,664,532	\$ 753,952	45%
NONOPERATING REVENUES (EXPENSES)							
Investment Income	75,000	33,500	5,566	17%	77,907	13,229	17%
Realized Gain/Loss on Investments	-	-	582	--	1,776	64	4%
Unrealized Gain/Loss on Investments	-	-	181,990 *	--	98,339	1,327	1%
Transfer to Other Funds	-	(70,000)	- *	--	(6,500,000)	-	0%
TOTAL NONOPERATING REVENUES	\$ 75,000	\$ (36,500)	\$ 188,138	-515%	\$ (6,321,978)	\$ 14,620	0%
TOTAL CHANGE IN NET ASSETS	\$ 1,354,147	\$ 100,354	\$ 391,060	390%	\$ (4,657,446)	\$ 768,572	-17%

* See attached narrative.

Hastings Parking Garage and Retail Operations Budget Report -- 2020-21

	Beginning Budget 2020-21	COVID-19 Revised Budget 2020-21	Actual as of 30-Sep-20	Actual Sep-20 as a Percent of Revised Budget	Year-end Actual 2019-20	Actual as of 30-Sep-19	Actual Sep-19 as a Percent of 2019-20 Year-end
REVENUES							
Parking Operations	2,414,594	1,656,100	300,871 *	18%	2,009,365	609,334	30%
Parking Tax	(404,900)	(279,000)	(11,242) *	4%	(11,930)	-	0%
Retail Leases	395,468	321,114	79,574	25%	360,401	94,593	26%
Other (including Storage)	2,500	1,250	350	28%	4,550	4,300	95%
TOTAL OPERATING REVENUES	\$ 2,407,662	\$ 1,699,464	\$ 369,554	22%	\$ 2,362,386	\$ 708,227	30%
EXPENDITURES							
Salaries and Wages	289,662	211,755	41,070	19%	306,599	53,035	17%
Staff Benefits	127,426	89,956	18,266	20%	83,834	18,032	22%
Regular Contract Services	142,636	142,636	695	0%	126,359	2,350	2%
Other Contract Services	13,140	13,140	-	0%	6,500	-	0%
Utilities	95,500	95,500	7,871	8%	74,912	15,379	21%
Maintenance & Special Repairs	39,692	240,220	4,311 *	2%	39,220	480	1%
Insurance	65,380	80,001	80,218	100%	56,395	56,395	100%
Supplies & Noncapital Equipment	10,000	10,000	1,029	10%	5,573	2,479	44%
Printing, Telephone and Mail	4,500	4,500	952	21%	3,169	962	30%
Miscellaneous & Credit Card Fees	51,500	51,500	3,954	8%	38,054	7,556	20%
Overhead Pro Rata	288,919	203,936	- *	0%	283,333	-	0%
TOTAL OPERATING EXPENDITURES	\$ 1,128,355	\$ 1,143,144	\$ 158,365	14%	\$ 1,023,950	\$ 156,668	15%
NET OPERATIONS	\$ 1,279,307	\$ 556,320	\$ 211,188	38%	\$ 1,338,436	\$ 551,559	41%
NONOPERATING REVENUES (EXPENSES)							
Investment Income	\$ 2,000	\$ 2,000	\$ -	0%	\$ 5,882	\$ 167	3%
Realized Gain/Loss on Investments	-	-	-	--	2	-	0%
Unrealized Gain/Loss on Investments	-	-	-	--	42	8	18%
Funded from Bond Proceeds	13,936	13,936	-	0%	13,936	-	0%
Debt Service (Principal & Interest)	(1,398,697)	(1,398,697)	-	0%	(1,404,598)	-	0%
Transfer from Other Funds	-	114,556	- *	0%	-	-	--
Cash Short/Over	-	-	4	--	(1,277)	(34)	3%
TOTAL NONOPERATING REVENUES (EXPENSES)	\$ (1,382,761)	\$ (1,268,205)	\$ 4	0%	\$ (1,386,014)	\$ 140	0%
TOTAL CHANGE IN NET ASSETS	\$ (103,454)	\$ (711,885)	\$ 211,192	-30%	\$ (47,578)	\$ 551,699	-1160%

*See attached narrative.

	Beginning Budget 2020-21	COVID-10 Revised Budget 2020-21	Actual as of 30-Sep-20	Actual Sep-20 as a Percent of Revised Budget	Year-end Actual 2019-20	Actual as of 30-Sep-19	Actual Sep-19 as a Percent of 2019-20 Year-end
REVENUES							
Fees	\$ 906,020	\$ 906,020	\$ 465,543	51%	\$ 739,673	\$ 370,997	50%
Other	-	-	-	--	143	83	58%
TOTAL OPERATING REVENUES	\$ 906,020	\$ 906,020	\$ 465,543	51%	\$ 739,816	\$ 371,080	50%
EXPENDITURES							
Salaries and Wages	553,380	151,811	48,464	32%	573,632	86,091	15%
Staff Benefits	106,725	64,971	13,570	21%	95,378	16,067	17%
Consultants and Contracted Services	80,893	627,660	- *	0%	138,960	4,334	3%
Insurance	26,733	30,743	-	0%	26,733	-	0%
Software	18,000	-	-	--	-	-	--
Supplies	11,843	1,000	588	59%	9,394	500	5%
Printing and Mail	3,000	500	172	34%	3,097	1,228	40%
Travel	2,000	1,000	-	0%	8,156	357	4%
Miscellaneous	6,120	-	-	--	1,938	160	8%
Events	2,000	-	-	--	1,462	109	7%
Overhead Pro Rata	108,722	45,301	-	0%	88,778	-	0%
TOTAL OPERATING EXPENDITURES	\$ 919,416	\$ 922,986	\$ 62,794	7%	\$ 947,528	\$ 108,846	11%
NET OPERATIONS	\$ (13,396)	\$ (16,966)	\$ 402,749	-2374%	\$ (207,712)	\$ 262,235	-126%
NONOPERATING REVENUES (EXPENSES)							
Investment Income	6,500	5,000	3,765	75%	5,013	815	16%
Realized Gain/Loss on Sale of Investments	-	-	28	--	62	0	0%
Unrealized Gain/Loss on Investments	-	-	8,716	--	4,720	2	0%
TOTAL NONOPERATING REVENUES (EXPENSES)	\$ 6,500	\$ 5,000	\$ 12,509	250%	\$ 9,795	\$ 818	8%
TOTAL CHANGE IN NET ASSETS	\$ (6,896)	\$ (11,966)	\$ 415,258	-3470%	\$ (197,918)	\$ 263,052	-133%

*See attached narrative.

HASTINGS COLLEGE OF THE LAW
Business Center Budget Report -- 2020-21

11/6/2020

	Beginning Budget 2020-21	COVID-19 Revised Budget 2020-21	Actual as of 30-Sep-20	Actual Sep-20 as a Percent of Revised Budget	Year-end Actual 2019-20	Actual as of 30-Sep-19	Actual Sep-19 as a Percent of 2019-20 Year-end
REVENUES							
Copy Services	\$ 279,500	\$ 50,000	\$ 10,613	21%	\$ 221,605	\$ 82,028	37%
TOTAL OPERATING REVENUES	\$ 279,500	\$ 50,000	\$ 10,613	21%	\$ 221,605	\$ 82,028	37%
EXPENDITURES							
Contracted Services	270,000	270,000	69,193	26%	331,973	78,287	24%
Supplies	750	-	-	--	-	-	--
Printing	250	250	-	0%	935	-	0%
Miscellaneous	20	20	-	0%	14	2	16%
Overhead Pro Rata	33,540	6,000	-	0%	26,593	-	0%
TOTAL OPERATING EXPENDITURES	\$ 304,560	\$ 276,270	\$ 69,193	25%	\$ 359,515	\$ 78,289	22%
NET OPERATIONS	\$ (25,060)	\$ (226,270)	\$ (58,580)	26%	\$ (137,910)	\$ 3,738	-3%
NONOPERATING REVENUES (EXPENSES)							
Investment Income	500	100	-	0%	359	12	3%
TOTAL NONOPERATING REVENUES (EXPENSES)	\$ 500	\$ 100	\$ -	0%	\$ 359	\$ 12	3%
TOTAL CHANGE IN NET ASSETS	\$ (24,560)	\$ (226,170)	\$ (58,580)	26%	\$ (137,551)	\$ 3,750	-3%

*See attached narrative.

	Beginning Budget 2020-21	COVID-19 Revised Budget 2020-21	Actual as of 30-Sep-20	Actual Sep-20 as a Percent of Revised Budget	Year-end Actual 2019-20	Actual as of 30-Sep-19	Actual Sep-19 as a Percent of 2019-20 Year-end
REVENUES							
Room Rental	\$ 225,600	\$ 17,711	\$ -	0%	\$ 269,504	\$ 17,596	7%
TOTAL OPERATING REVENUES	\$ 225,600	\$ 17,711	\$ -	0%	\$ 269,504	\$ 17,596	7%
EXPENDITURES							
Staff Salaries and Wages	57,533	-	14,560 *	--	65,125	13,407	21%
Staff Benefits	27,903	-	2,510 *	--	19,598	4,558	23%
Supplies	1,000	100		0%	768	424	55%
Printing and Mail	500	50		0%	420	154	37%
Overhead Pro Rata	27,072	2,125	-	0%	32,340	-	0%
TOTAL OPERATING EXPENDITURES	\$ 114,008	\$ 2,275	\$ 17,070	750%	\$ 118,252	\$ 18,544	16%
NET OPERATIONS	\$ 111,592	\$ 15,436	\$ (17,070)	-111%	\$ 151,252	\$ (947)	-1%
NONOPERATING REVENUES (EXPENSES)							
Investment Income	-	-	-	--	332	2	--
Nonmandatory Transfers to/from Other Funds	(111,592)	(15,436)	-	0%	(175,789)	-	0%
TOTAL NONOPERATING REVENUES (EXPENSES)	\$ (111,592)	\$ (15,436)	\$ -	0%	\$ (175,457)	\$ 2	0%
TOTAL CHANGE IN NET ASSETS	\$ -	\$ -	\$ (17,070)	--	\$ (24,205)	\$ (946)	4%

*See attached narrative.

REPORT ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** Moody's Investor Services – Debt Rating Review
3. **REPORT:**

Moody's Investor Services ranks the creditworthiness of borrowers using a standardized ratings scale which measures risks borne by investors and the likelihood of default. Moody's Investors Service rates debt securities in several market segments related to public and commercial securities in the bond market. These include government, municipal and corporate bonds; managed investments such as money market funds, fixed-income funds and hedge funds; financial institutions including banks and non-bank finance companies; and asset classes in structured finance.

Moody's Investors Service has downgraded Hastings College of the Law issuer and debt ratings to Baa1 from A2, affecting approximately \$16 million of rated debt. The outlook was revised to stable from negative.

The table below displays Moody's rating of Hastings College of the Law over time:

<u>Category</u>	<u>2012</u>	<u>2014</u>	<u>2015</u>	<u>2017</u>	<u>2020</u>
Issuer	Aa3	A2	A2	A2	Baa3
Series 2008	A1	A2	A2	-	-
Series 2017	-	-	-	A-2	Baa3
Outlook	Stable	Stable	Negative	Negative	Stable

Moody's credit ratings		
Investment grade		
Rating	Long-term ratings	Short-term ratings
Aaa	Rated as the highest quality and lowest credit risk.	Prime-1 Best ability to repay short-term debt
Aa1	Rated as high quality and very low credit risk.	
Aa2		
Aa3		
A1		
A2	Rated as upper-medium grade and low credit risk.	Prime-1/Prime-2 Best ability or high ability to repay short term debt
A3		
Baa1	Rated as medium grade, with some speculative elements and moderate credit risk.	Prime-2 High ability to repay short term debt
Baa2		Prime-2/Prime-3 High ability or acceptable ability to repay short term debt
Baa3		Prime-3 Acceptable ability to repay short term debt
Speculative grade		
Rating	Long-term ratings	Short-term ratings
Ba1	Judged to have speculative elements and a significant credit risk.	Not Prime Do not fall within any of the prime categories
Ba2		
Ba3		
B1	Judged as being speculative and a high credit risk.	
B2		
B3		
Caa1	Rated as poor quality and very high credit risk.	
Caa2		
Caa3		
Ca	Judged to be highly speculative and with likelihood of being near or in default, but some possibility of recovering principal and interest.	
C	Rated as the lowest quality, usually in default and low likelihood of recovering principal or interest.	

Rating Action: Moody's downgrades University of California Hastings College of the Law (CA) to Baa1; outlook revised to stable

29 Oct 2020

New York, October 29, 2020 -- Moody's Investors Service has downgraded University of California Hastings College of the Law, CA's issuer and debt ratings to Baa1 from A2, affecting approximately \$16 million of rated debt. The outlook was revised to stable from negative.

RATINGS RATIONALE

The downgrade to Baa1 primarily reflects risks associated with Hastings' significant capital plans, reflected in a substantial rise in the college's adjusted debt and greater operational complexity even as the college confronts continued weak operating performance and uncertainty in its external environment.

Incorporating \$361 million of debt associated with a housing project now being constructed, total adjusted debt to revenue is an exceptionally high 8.1x. While Hastings has no direct legal obligation to service project debt, the college is the driver of the project, it is linked to the college's strategic plans, and the college will receive the project at the end of the financing term. While the project has prospects to be successful, its scale relative to college's operations and resources is significant and introduces further capital plan risks. A new academic building was completed in 2020, financed by debt issued by California's State Public Works Board and impacting the college's financial statements as a capital lease in fiscal 2020. While annual debt service is supported by state funding, the lease increases the college's debt levels. Further contributing to the downgrade is ongoing operational challenges with modest cash flow and debt service coverage below 1.0x two out of the last three years. Salary and benefit costs, as well as a rising pension expense, contributed to a sharp 10% increase in expenses in preliminary fiscal 2020 results. Revenue growth was hampered by the impacts of the coronavirus and a pull-back in state funding that reflected some one-time funding initiatives in the previous year.

The Baa1 rating is supported by the college's healthy reserves and liquidity relative to its direct debt obligations and annual expenses. Revenue is fairly diverse and includes support from the State of California (Aa2 stable), providing around 25% of total revenue. Hastings' affiliation with the University of California (Aa2/positive) adds strength to its brand and some modest economies of scale. Enrollment rebounded in recent years with full-time equivalent enrollment growing 10% over the last five years, following several years of sharp decline resulting from the college's decision to reduce enrollment to maintain institutional quality in response to the nationwide shrinkage of the applicant pool. The college still operates in a challenged niche law school market, reflected in an improving, but still elevated blended tuition discount rate that has returned to historical levels in fiscal 2021.

RATING OUTLOOK

The stable outlook reflects our expectations of thin, but manageable operating performance in fiscal 2021. It incorporates expectations of at least stable enrollment, continued net tuition revenue growth and no material decline of monthly liquidity.

FACTORS THAT COULD LEAD TO AN UPGRADE OF THE RATINGS

- Substantial and sustained improvement of operating performance alongside a material growth of reserves
- Successful execution of the student housing project, reducing capital plan risks, with the housing project generating sufficient revenues to cover debt service on a consistent basis
- Evidence of improved strategic positioning, including sustained growth of net tuition revenue with stabilized enrollment and improving student demand

FACTORS THAT COULD LEAD TO A DOWNGRADE OF THE RATINGS

- Failure to achieve at least breakeven operating performance beyond fiscal 2021 or failure to materially improve debt service coverage on an aggregate basis

- Significant challenges with the execution of the college's capital program, including affiliated housing project, or weak performance of the housing project
- Further weakening of balance sheet profile, including additional borrowing or reduction of liquidity

LEGAL SECURITY

The college's obligation to pay debt service on the Series 2017 bonds is absolute and unconditional, payable from Available Funds. Available Funds include all legally available revenue of the college, but exclude state appropriations and resident tuition revenue. However, resident tuition revenue could be designated by the college's Board of Directors to be used to pay debt service, and there currently are no legal restrictions preventing the board from doing so. In fiscal 2019, net revenues available for debt service (excluding state appropriations and resident tuition) totaled \$15.1 million, providing 9.1x coverage of annual debt service.

PROFILE

University of California Hastings College of the Law is a small stand-alone public law school, located in San Francisco. The college is formally affiliated with the University of California, and has approximately 1,029 full-time equivalent students, with approximately \$66 million of operating revenue.

METHODOLOGY

The principal methodology used in these ratings was Higher Education published in May 2019 and available at https://www.moodys.com/researchdocumentcontentpage.aspx?docid=PBM_1175020. Alternatively, please see the Rating Methodologies page on www.moodys.com for a copy of this methodology.

REGULATORY DISCLOSURES

For further specification of Moody's key rating assumptions and sensitivity analysis, see the sections Methodology Assumptions and Sensitivity to Assumptions in the disclosure form. Moody's Rating Symbols and Definitions can be found at: https://www.moodys.com/researchdocumentcontentpage.aspx?docid=PBC_79004.

For ratings issued on a program, series, category/class of debt or security this announcement provides certain regulatory disclosures in relation to each rating of a subsequently issued bond or note of the same series, category/class of debt, security or pursuant to a program for which the ratings are derived exclusively from existing ratings in accordance with Moody's rating practices. For ratings issued on a support provider, this announcement provides certain regulatory disclosures in relation to the credit rating action on the support provider and in relation to each particular credit rating action for securities that derive their credit ratings from the support provider's credit rating. For provisional ratings, this announcement provides certain regulatory disclosures in relation to the provisional rating assigned, and in relation to a definitive rating that may be assigned subsequent to the final issuance of the debt, in each case where the transaction structure and terms have not changed prior to the assignment of the definitive rating in a manner that would have affected the rating. For further information please see the ratings tab on the issuer/entity page for the respective issuer on www.moodys.com.

Regulatory disclosures contained in this press release apply to the credit rating and, if applicable, the related rating outlook or rating review.

Moody's general principles for assessing environmental, social and governance (ESG) risks in our credit analysis can be found at https://www.moodys.com/researchdocumentcontentpage.aspx?docid=PBC_1133569.

At least one ESG consideration was material to the credit rating action(s) announced and described above.

Please see www.moodys.com for any updates on changes to the lead rating analyst and to the Moody's legal entity that has issued the rating.

Please see the ratings tab on the issuer/entity page on www.moodys.com for additional regulatory disclosures for each credit rating.

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REPORT ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** Long Range Campus Plan – Project Update
3. **REPORT:**

Attached is information concerning the work underway at the 198 McAllister Campus Housing Project.

Attachments:

- UC Hastings | 198 McAllister Street Project - Monthly Report: October 2020.
- The Registry – Bay Area Real Estate – Article “With Development Underway, UC Hastings’ Academic Village Project Seeks to Blend the Residential, Civic and Commercial Sides of San Francisco.” November 3, 2020.

UC Hastings | 198 McAllister

Monthly Report:

October 2020



198 McAllister Street

Student Housing Development

656 Units with 667 Beds

San Francisco, CA

11/5/2020

Executive Summary - 198 McAllister

Executive Summary

The project is currently on schedule. Construction began on September 14, 2020 and the GC will connect the new fiber line in early November and abatement of the existing building is ongoing. State Fire Marshal Phase 1 permit has been approved and Phase 2 has been submitted. DSA INC-2 is on track to be submitted in late November.

Key Statistics

Units Beds Product Type	656	667	High Rise
Avg. Max. Min. Unit Size	271	591	232
Bed Mix (%) - Studio 1br 2br	95%	1%	3%

Lender Proceeds LTC	TE Bonds	\$282 M	100.0%
Total Cost (M) Per Bed (K) Per NRSF	\$282 M	\$423K	\$1,195
NRSF: Resi. (K) Retail (K) Total (K)	177K	58K	236K

Timing and Progress

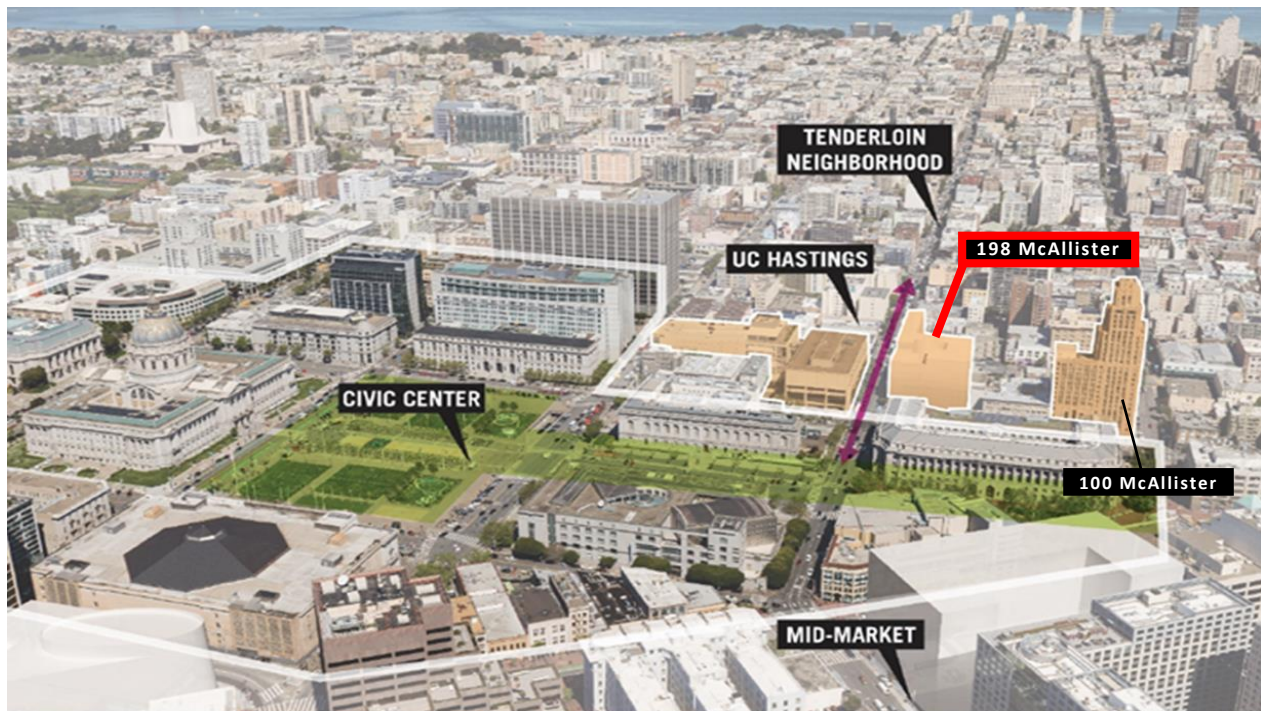
Total Costs (M): Budgeted Spent to Date %	\$282 M	\$26.4 M	9.3%
Hard Costs (M): Budgeted Spent to Date %	\$230 M	\$10.3 M	4.5%
Soft Costs: Budgeted Spent to Date %	\$52 M	\$16. M	30.7%
Remaining Costs to Complete %	\$255,583,710		90.7%

Construction Start Current Delay Months	September 2020	0 Months
Unit Delivery Current Delay Months	February 2023	0 Months
Target Move-in Date School Start Date	July 2023	August 2023
Percent of Construction Costs Bought Out	20.49%	

Owner Contingency (M): Start Current %	\$12.4 M	\$12.1 M	97.4%
Owner Contingency Change Orders Executed (M)	\$322,161		

GC Contingency (M): Start Current %	\$4.5 M	\$4.5 M	100.0%
GC Contingency Change Orders Executed (M)	\$0		

Site:



Update Items - 198 McAllister

Development Timeline

	Proforma	Current Month
Land Closing Date	N/A	N/A
Bond Financing Close	9/10/2020	9/10/2020
Construction Start	9/14/2020	9/14/2020
Substantial Completion	2/28/2023	2/28/2023
Target Move-in Date	7/1/2023	7/1/2023
School Start Date (TBD)	8/17/2023	8/17/2023
Total Construction Period	29.5	29.5
% Construction Costs Bought Out	N/A	20%

Entitlements / Permits

- Demolition Permit | Issued
- Phase 1 State Fire Marshal – Code Analysis Package | Issued
- Phase 2 State Fire Marshal – Site, Civil, Foundation | Submitted in October
- DSA INC-1 | Approved
- DSA INC-2 | Scheduled to Submit in late November
- PG&E | Temporary Power & Permanent Power in Review
- Street Improvement Permit | In Review with City of SF
- Shoring Permit | In Review with City of SF
- Phase 3&4 State Fire Marshal – Building, Interior, Finishes | To be Submitted Following Approval of Phase 2

Construction Status

The project is comprised of one building with residential, academic, retail and office space.

Work in progress:

- Fiber relocation project to connect 100 McAllister to 200 McAllister
- Abatement & Soft Demo
- Neighbor Protection Measures

Contracts / Change Orders

Hard Costs:

Change Orders:

- Total Proposed Change Orders in review with GC: \$334,668
- Total Approved Change Orders to date: \$0

Soft Costs:

- Total Proposed Change Orders for Design & Consulting Fees: \$275,660.67
- Total Change Orders for Design & Consulting Fees: \$300,560.67

Schedule

The project is currently experiencing a day to day delay due to neighbor protection measures not approved and installed for 277 Golden Gate. An agreement is being negotiated so that work can resume in the next week or two.

Build Group Delay Notifications:

- Delay #001 submitted to owner on 10/29/20, claiming a five (5) day delay.

\$ Amount Requested from Bond, Series 2020A	\$ 1,878,986.13
\$ Amount Requested from Bond, Series 2020B	\$ 179,499.99

Line #	Description of Work	Original Budget	Current Changes	Previous Changes	Total Changes	Revised Budget	Prior Costs To Date	Current Adjustments	Current Cost	Total Costs To Date	% Complete	Remaining Costs to Complete
1	UCH Managed Costs	11,204,650.00	(211,640.00)	224,104.00	12,464.00	11,217,114.00	2,680,590.76	-	-	2,680,590.76	23.9%	8,536,523.24
2	Hard Costs	229,995,058.00	-	-	-	229,995,058.00	8,929,341.94	-	1,380,853.60	10,310,195.54	4.5%	219,684,862.46
3	Furniture, Fixtures & Equipment	2,722,806.00	-	-	-	2,722,806.00	-	-	-	-	0.0%	2,722,806.00
4	Design & Consulting Fees	12,442,112.00	275,660.67	24,900.00	300,560.67	12,742,672.67	6,820,387.79	-	664,522.15	7,484,909.94	58.7%	5,257,762.73
5	Development/Legal/Closing Costs	2,762,420.00	-	-	-	2,762,420.00	572,752.22	-	21,120.00	593,872.22	21.5%	2,168,547.78
6	Project Contingency	12,396,120.00	(72,160.67)	(250,000.00)	(322,160.67)	12,073,959.33	-	-	-	-	0.0%	12,073,959.33
7	Development Fee	10,412,741.00	8,140.00	996.00	9,136.00	10,421,877.00	5,310,497.41	-	104,137.71	5,414,635.12	52.0%	5,007,241.88
TOTAL DRAW		281,935,907.00	-	-	-	281,935,907.00	24,313,570.12	-	2,170,633.46	26,484,203.58	9.4%	255,451,703.42
LESS RETAINAGE PAYABLE		-	-	-	-	-	(19,860.00)	-	(112,147.34)	(132,007.34)	-	132,007.34
TOTALS - THIS DRAW		281,935,907.00	-	-	-	281,935,907.00	24,293,710.12	-	2,058,486.12	26,352,196.24	9.4%	255,583,710.76
Working Capital		-	-	-	-	-	100,000.00	-	-	100,000.00	0.0%	(100,000.00)
TOTAL CASH REQUIREMENT		281,935,907.00	-	-	-	281,935,907.00	24,393,710.12	-	2,058,486.12	26,452,196.24		255,483,710.76
100%	91.28% Less: Bond, Series 2020A	257,351,095.91	-	-	-	257,351,095.91	22,266,578.60	-	1,878,986.13	24,145,564.73	9.4%	233,205,531.18
	8.72% Less: Bond, Series 2020B	24,584,811.09	-	-	-	24,584,811.09	2,127,131.52	-	179,499.99	2,306,631.51	9.4%	22,278,179.58

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AECCommercialINDUSTRY newsResidential

With Development Underway, UC Hastings' Academic Village Project Seeks to Blend the Residential, Civic and Commercial Sides of San Francisco

November 3, 2020

FacebookTwitterLinkedInRedditEmail



Courtesy of Perkins & Will

Workplace Redefined

November 10, 2020
10AM PST
Via Zoom

Dan Walsh

KONE

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By Meghan Hall

The heart of San Francisco is known for its diversity and vibrancy—in its range of building uses, in architecture and in populace. San Francisco's UC Hastings and project partners Greystar Development and Perkins & Will are gearing up on the second phase of a major mixed-use project that will work to blend the best of San Francisco into one development. The 14-story project, located at 198 McAllister Street, has been designed to anchor the UC Hastings campus and surrounding neighborhood for years to come.

ADVERTISING



"This project is being delivered using the increasingly popular Public-Private Partnerships (P3) model, an innovative method of project delivery between a public institution and a private entity that overcomes otherwise limited funding sources and higher risks," explained Perkins and Will Principal John Long. "Especially now, with normal revenue streams being challenged or depleted, more and more universities are turning to public-private partnerships to help finance student housing projects."

The 356,000 square foot project will offer a diverse array of spaces designed by the project team to foster student success. The building will include 650 beds for graduate students, as well as a community auditorium, courtrooms and retail. 80,000 square feet will be specifically dedicated to academic spaces, and about 35 percent of the residential units will be reserved for UC Hastings learners and employees.

According to the project team, there were a number of objectives that defined the project's mission and design. Affordability, livability and maintainability were top concerns. The team wanted to create a technological and sustainable building that would serve as activation for not just 198 McAllister, but the surrounding community.

The building will be a blend of the materials and scale of the Tenderloin, Civic Center and surrounding UC Hastings buildings. These already-established structures feature a variety of architectural languages, including pale gold brick, punched-window patterns and white concrete. Using these as a basis for inspiration, UC Hastings, Perkins & Will and Greystar sought to create a bold and modern addition to the neighborhood.

"198 McAllister is on a prominent corner at the historically and architecturally rich nexus of San Francisco's Civic Center, Mid-Market, and Tenderloin neighborhoods," stated Greystar's Senior Director of Development Mike McCone. "With its striking façade, the new building will convey a powerfully modern aesthetic in sync with its significant neighbors. From an experiential standpoint, the mixed-use complex is designed to enable residents and other community members to connect across institutional lines."

The building's fenestration will be defined by a unique pattern of punched and bay windows, as well as a grand, two-story lobby. As a contrast, the main body of the residential façade will be inspired by San Francisco's public buildings, utilizing concave aluminum panels and fluted surfaces that resemble the columns that often adorn the exterior of civic structures and judicial courts.



A ribbon of transparent public spaces winds its way across the buildings via a series of windows. The transparency provides a connection between the inner workings of 198 McAllister and the public realm, ascending to show a number of study rooms before culminating at a skyline lounge and terrace. The ceiling will also be visible and will include lighting that will change color to match public events and post powerful graphic messaging, adding to UC Hastings' presence on the block.

"This ribbon serves to transmit light into the residential block, transmit the life of the buildings and the identity of UC Hastings to the street and to the city, and create a building a scale that complements its neighbors," said Long. "It also has the potential to be a canvas for the visual identity of UC Hastings that reflects the unique art and culture of the Tenderloin community within which it resides."

Designing a building with such a vast multitude of uses, and within a neighborhood context that is always changing, is no easy feat. For Perkins & Will, striking the balance between different uses and a design that facilitates them can work if a few guiding principles are kept in mind: the intentionality of spaces and organization; tailoring units to suit student demographics; creating vibrant social common spaces and amenities that serve as the "hearth" of student residential buildings; and a focus on diversity and inclusion to accommodate all students, teachers and staff.

"Residential life is broad in definition. It spans from first-year to upper division to graduate to faculty and staff housing," noted Long. "Each of these relates to a different outcome, a different mission. The choreography of these experiences from the front door to the bedroom or apartment can lead to success in many ways...empowerment, collaboration, learning, respite, and retreat."

Over the past several years, developers have been taking on a number of residential projects around the Bay Area and beyond. According to Long, many are focused on projects off or adjacent to campuses. As learn-from-anywhere programs take root over the next year as a result of the pandemic, the sector could see a shift as developers move away from core campus locations, locations that some students may also seek to as an antidote to single-occupancy units. Regardless, successful projects will be ones that can balance both students' needs and the surrounding neighborhood climate—a change that is far from fully realized.

"We believe that the organizational framework of student housing on campus should work in harmony between the need for placemaking at the campus scale and the need to create memorable scalable communities," Long added. "...Enduring a pandemic is not without a paradigm shift that will impact how we go forward at each level of society. Clients focused on student residential life are already thinking about the impacts that this will have on their future planning and design."



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REPORT ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** Listing of Checks and Wire Transfers over \$50,000
3. **REPORT:**

Listed below are checks & electronic transfers issued by the College for the period of August 1, 2020 through October 31, 2020.

Date	Check/ Electronic Transfers No.	Vendor	Amount	Description
8/3/2020	275398	TENDERLOIN COMMUNITY BENEFIT DISTRICT	\$ 178,000.00	Advance payment for Urban Alchemy Street Engagement
8/7/2020	E0058581	ROEBUCK CONSTRUCTION, INC.	\$ 509,994.54	1st floor tenant improvement project 200 McAllister
8/11/2020	E0058601	ALLIANT INSURANCE SERVICES	\$ 705,935.99	Insurance renewal premiums for July 2020
8/13/2020	E0058603	UCSF POLICE DEPARTMENT	\$ 567,702.75	Campus security - fourth quarter payment FY19
8/14/2020	275502	UC REGENTS, UCOP - ITS	\$ 271,197.79	UC PATH operational service payment
8/21/2020	275610	PG&E	\$ 59,717.52	Utility payment for July 2020
8/21/2020	ACH2160	REGENTS UNIVERSITY CALIFORNIA	\$ 3,640,552.31	Payroll reimbursement for June 2020
8/25/2020	E0059284	MOSS ADAMS LLP	\$ 50,000.00	Progress billing for Auditing services
8/25/2020	E0059288	WEST PAYMENT CENTER	\$ 139,300.23	West Law Library Package Q1 2020
8/28/2020	275637	FLOORING SOLUTIONS INC.	\$ 51,510.00	Carpet Tile and Baseboard installation
8/28/2020	275640	GEORGE S. HALL, INC.	\$ 53,565.57	Tower Engineering services- July 2020
9/1/2020	E0059344	ROEBUCK CONSTRUCTION, INC.	\$ 234,600.77	1st floor tenant improvement project 200 McAllister
9/4/2020	275677	MATTHEW BENDER CO. , INC.	\$ 56,945.88	Lexis Nexus Digital Library annual subscription fee
9/4/2020	ACH2164	REGENTS UNIVERSITY CALIFORNIA	\$ 3,864,726.42	Payroll reimbursement for July 2020
9/8/2020	E0059408	WEST PAYMENT CENTER	\$ 53,840.00	West Law Library Package Q2 2020
9/15/2020	E0059458	WELLS FARGO BANK	\$ 406,475.00	Interest Payment due to holders 10/1/2020
9/15/2020	9005708	WELLS FARGO BANK, N. A.	\$ 81,998.44	P Card expenses- PAYIT September

9/17/2020	275719	APPLIED VIDEO SOLUTIONS, INC.	\$ 73,494.08	Campus security video camera upgrade installation
9/29/2020	E00S9506	EAB GLOBAL	\$ 50,628.00	Enrollment Management Advertisement/ Recruitment
9/29/2020	E00S9514	ROEBUCK CONSTRUCTION, INC.	\$ 307,177.97	1st floor tenant improvement project 200 McAllister
10/2/2020	275781	GEORGE S. HALL, INC.	\$ 164,106.85	Tower Engineering services thru Sept 2020
10/9/2020	275824	TOWNSHIP BUILDING SERVICES, INC.	\$ 146,624.54	Campus wide janitorial services-September
10/9/2020	ACH2168	REGENTS UNIVERSITY CALIFORNIA	\$ 845,905.89	UC PATH salary and wages payable for PPE 3/30/20 Monthly
10/16/2020	275845	PG&E	\$ 126,105.59	Utility payment for September 2020
10/20/2020	E0059599	MOSS ADAMS LLP	\$ 50,000.00	Progress billing for Auditing services
10/23/2020	275866	CHIPMAN RELOCATION LOGISTICS	\$ 71,900.80	Additional moving services
10/23/2020	275894	TOWNSHIP BUILDING SERVICES, INC.	\$ 66,702.41	Campus janitorial services for September 2020
10/23/2020	ACH2169	REGENTS UNIVERSITY CALIFORNIA	\$ 3,911,861.15	Payroll reimbursement for August 2020
10/27/2020	E0059627	ONE WORK PLACE	\$ 351,928.85	Classroom and office furniture Kane Hall
10/27/2020	E0059628	REGENTS UNIVERSITY CALIFORNIA	\$ 888,585.28	Fall 2020 UCSHIP Premium
10/27/2020	E0059629	ROEBUCK CONSTRUCTION, INC.	\$ 217,860.86	1st floor tenant improvement project 200 McAllister



UC Hastings Academic Village & Partnerships

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UC Hastings Law
SAN FRANCISCO

Definition of the Academic Village

- **The Academic Village** is a platform for interdisciplinary engagement among individuals and across institutions.
- **The Long-Range Campus Plan** refers to an Academic Village that includes shared housing for students from multiple graduate schools, as well as a network of collaborations that transcend and enrich the law school, connecting graduate programs and institutions with each other and with the wider community in which UC Hastings is embedded.
- **Such engagements** can be informal, such as chance encounters among persons involved in different graduate programs and researchers undertaking academic pursuits who intersect in common spaces, or formal, such as cross-institutional joint degrees or centers.
- **The goal** is to leverage UC Hastings buildings and location to bring the Academic Village concept to life.

Campus Footprint & Planned Expansion



Statement of Purpose for the Academic Village

- The Academic Village supports and enhances legal, professional, and graduate study through collaborations among educational institutions and with community partners by capitalizing on UC Hastings' central location in San Francisco's Civic Center, Mid-Market, and Tenderloin neighborhoods and its strategic proximity to Silicon Valley.
- The principal academic objectives are the encouragement of multidisciplinary teaching and interdisciplinary research and engagement, and the development of synergistic ideas addressing local, state, national, and global problems and issues.

Types of Partners for the Academic Village

- At a broad level, a Partner of the Academic Village is an institution of higher education or other organization that engages in research, instruction, or other activities that promote the mission of UC Hastings and the broad scope that characterizes the mission of the University of California.
- There are three subsets of prospective partners for the Academic Village.

Academic Partner

An Academic Partner is an institution of higher education that is utilizing UC Hastings physical plant , including academic, residential, and/or supplemental facilities, along with formal cross-institutional programming. This cross-institutional programming could range from joint degrees to shared curriculum. This partnership provides opportunity for fostering of rich connections through formal curricular interactions between students or personnel of the partner institutions.

Hybrid Partner

A Hybrid Partner is an institution of higher education or other organization that is utilizing UC Hastings buildings, including academic, residential, and/or supplemental facilities along with informal cross-institutional programming. Such programming could include community events or collaborations or auditing of partner courses but does not include formal credit hours or degrees. This partnership provides opportunity for fostering of rich connections between students or personnel of the partner institutions within a shared community environment.

Participating Entity

A Participating Entity is an institution of higher education or other organization that is utilizing the UC Hastings buildings, including academic, residential, and/or supplemental facilities, without formal cross-institutional programming. This partnership provides opportunity for fostering of connections through interactions between students or personnel of the partner institutions or organizations without formal instructional or community programming.

Partner Characteristics

1. Fosters a multi-disciplinary, collaborative community of graduate-level learning and pedagogy
2. Would offer joint or concurrent degree programs with UC Hastings, cross-enrollment in courses, and co-curricular activities of value to all students
3. Promotes social justice and advances community development in the Civic Center, Mid-Market and Tenderloin neighborhoods
4. Provides direct support services to their students independent of UC Hastings' student support systems (e.g., registrar, financial aid, and career services, etc.)
5. Provides student support systems that partner institution and UC Hastings Law students could benefit from including co-curricular residential and student programming
6. Assigns top-tier research and teaching faculty to support the Partner's degree or certificate programs
7. Creates opportunities for UC Hastings students in terms of education, employment, or network that would not otherwise have existed without the Partner's or Participant's presence
8. Provides the best and highest use of the space allocated to the Partner or Participant
9. Shares the vision of a multi-institutional campus where educational synergies are amplified by a vibrant instructional and residential academic community in the heart of San Francisco

Academic Village Partner Benefits

1. An academic atmosphere that encourages a synergy of ideas among students, teachers, and researchers of complementary disciplines while providing opportunities for graduate students to learn areas of the law that impacts the Partners' disciplines or expertise
2. Educational and cultural events and assets of neighboring institutions, such as the Asian Art Museum, SF Public Library, Symphony, Opera, Ballet, SF Jazz, and City Arts and Lectures in the immediate area
3. A diverse array of dining options at various price points in the Civic Center, Mid-Market, and Tenderloin neighborhoods
4. Convenient and immediate access to multiple public transportation options serving the Bay Area including San Francisco Muni, BART, and regional bus lines
5. Shared campus amenities such as food service, parking, library, as well as social, athletic, and recreational spaces including safety and security services
6. Premiere academic and residential space located centrally within San Francisco's Civic Center, Mid-Market, and Tenderloin neighborhoods in proximity to Silicon Valley.

University of California – Partnerships & Collaborations

- ***Academic Village*** (*Current/potential future physical presence*)
 - UCSF & UCB – Future Campus Housing
 - UC Davis Graduate School of Business – Master of Business Analytics Program
 - UCSF-UC Hastings Consortium on Law, Science and Health Policy
- ***Academic & Degree Programs***
 - UCSF-UC Hasting Masters in Health Policy & Law (Online)
 - Spelman – 3+3 BA/JD Program accelerated law degree program
 - UC Davis – concurrent JD/MBA degree program
 - UC Berkeley – concurrent JD/MBA degree program

University of California – Partnerships & Shared Infrastructure

- ***Shared Services***
 - UCSF Reprographic and Business Center Services
 - UCSF Police Department
- ***Business & Information Technology Services***
 - University of California Retirement System (UCRS) & UC-managed health and welfare plans
 - UCPath Payroll System Conversion
 - Investment Management - UC Office of Chief Investment Officer
 - UC Irvine Time Reporting System
 - UC Graduate Student Health Insurance Program (UCSHIP)
 - UC Office of Home Loan Programs

Thank You

Questions?